



FOOD TRAILS

Deliverable 6.3 -
Knowledge sharing
workshop short reports

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Executive summary

Throughout the Food Trails project timeline, several knowledge-sharing workshops have been held across various cities. These workshops provided platforms for participating cities to exchange insights, best practices, and challenges related to improving local food systems. These activities formed part of the project's Work Package (WP) 6, titled 'SHARING: Knowledge Sharing in Cities and Regions', which aims to foster knowledge exchange and promote the replication of innovative, systemic, food-related approaches both within the partner cities and beyond the consortium.

The knowledge-sharing initiative began in October 2021 with a series of online workshops for partner cities, organised in response to the COVID-19 pandemic. These workshops covered diverse focus areas, such as knowledge sharing, theory of change, data collection, and peer-learning methodologies. They provided opportunities for cities to present their work, receive feedback, and engage in discussions to refine their approaches.

In Thessaloniki, a workshop held in November 2022 focused on knowledge exchange, with particular emphasis on stakeholder engagement. In May 2023, Milan hosted a workshop centred on collaboration with the private sector. Participants explored innovative approaches to challenges, such as working with Small and medium-sized enterprises (SMEs) and retailers on food procurement, waste management, and other related areas.

In addition to the in-person workshops, online sessions continued throughout 2023 to maintain engagement and knowledge-sharing among Food Trails participants. These sessions covered topics such as food councils and communication strategies, offering further opportunities for collaboration and learning.

The next in-person workshop, scheduled for November 2023 in Funchal, aimed to build on the success of previous events by facilitating discussions on the development of living labs, lessons learned, and sustaining these activities beyond the Food Trails project. Participants from various cities came together to share experiences, learn from one another, and explore innovative solutions to common challenges.

Most of the workshops were followed by a post-event questionnaire, allowing participants to provide feedback and reflections on their experiences. The analysis of these responses provided valuable insights into the impact and relevance of the workshops, along with recommendations for future events. While participants generally found the workshops to be valuable, some reported difficulties in recalling specific content. Suggestions for future workshops included restructuring the sessions, incorporating webinars on specific topics, and facilitating easier exchanges on the actions taken by cities.

In summary, the knowledge-sharing workshops, along with the post-event questionnaires and subsequent analysis, played a crucial role in fostering collaboration and enhancing local food systems across participating cities. These events served as essential forums for knowledge exchange, partnership building, and collective problem-solving, contributing significantly to the project's success.

A series of short reports summarising the workshop outcomes has been compiled. Together, these reports form chapters in a larger, more reader-friendly, context-based document.

1. Introduction

1.1 Aim of the deliverable

This report reviews the knowledge-sharing workshops held during the Food Trails project, with a particular focus on those conducted between autumn 2021 and 2023.

While the knowledge-sharing workshops provided a key opportunity for cities to meet and exchange ideas, there were also numerous other avenues for collaboration throughout the project's duration. These enabled the sharing of knowledge and insights beyond the consortium¹.

It is also important to note that knowledge has been continuously accumulated over the course of the project. The knowledge exchange workshops should not be seen as isolated events but rather as part of an ongoing process. As with most scientific endeavours, the production of knowledge is a continuous journey.

1.2 About knowledge sharing workshops

Knowledge-sharing workshops are designed to provide a collaborative space for cities and other relevant stakeholders, such as researchers, to exchange insights, challenges, and lessons learned. In the Food Trails project, these workshops enabled partner cities to discuss the development and outcomes of Living Labs, share tools, and explore specific topics useful for implementing their activities. Cities also shared the challenges they faced and the solutions they implemented.

The workshops were conducted both online and in-person, primarily during Food Trails Annual Partner Meetings (APM) and events such as Eurocities Working Group (WG) food meetings. This approach not only facilitated interaction among the 11 project partner cities but also extended cooperation beyond the consortium.

¹ See Chapter 7 for further details.

1.3 Methodology

Several workshops were organised and facilitated throughout the project as part of the activities under Food Trails Work Package 6 (WP6) 'SHARING: Knowledge Sharing in Cities and Regions'. These workshops provided a platform for partner cities to share progress and lessons learned, while also offering valuable feedback on their implementation activities from both peers and researchers. To ensure timely meetings, workshops were held annually alongside the Annual Partner Meeting, with additional meetings organised as needed. These varied in duration, from one-hour sessions to events spanning several hours. The activities were specifically designed to foster knowledge-sharing and the replication of innovative and systemic food-related approaches among partner cities and beyond the consortium.

Different methodologies were employed in these workshops, depending on the format (online or in-person), the topic, and the time available. These ranged from short, one-hour sessions to multi-day events. The methodology and content were continually adjusted based on feedback from follow-up questionnaires. To optimise time and resources, various approaches were adopted throughout the process. For instance, in workshops 7 and 8, external consultants produced reports summarising key discussions, insights, and recommendations, rather than using follow-up questionnaires, which had been time-consuming. Another effort to keep the workshops engaging and dynamic was workshop 9, where a card game was developed to facilitate discussions and the sharing of experiences on food policies and urban development. This card game was based on insights from previous workshops and feedback from the participating cities.

The specific methodologies used for each workshop are presented in the respective chapters. Each workshop had 10-20 participants, with at least one representative from each Food Trails partner city attending. The table below provides a summary of these workshops.

Table 1: Overview of workshops.

Workshop:	Date:	Place:	Focus area:
Workshop 1	27-29 October 2021	Online	Knowledge-sharing
Workshop 2	3-4 November 2021	Online	Theory of Change
Workshop 3	10-11 November 2021	Online	Data collection
Workshop 4	17-18 November 2021	Online	Peer learning methodologies
Workshop 5	9-11 November 2022	APM Thessaloniki	Stakeholders' engagement
Workshop 6	8 May 2023	APM Milan	Collaboration with private sector

Workshop 7-8	Multiple dates from July to September 2023	Online	Food council and communication
Workshop 9	15-17 November 2023	APM Funchal	Knowledge-sharing on Living Labs

1.4 General summary of results

The workshops were followed by questionnaires, which provided valuable insights into the experiences and needs of the participating cities.

Expectations for the workshops varied, but the majority of participants sought knowledge about the barriers and drivers for developing specific actions, as well as the opportunity to learn from other cities' experiences. The questionnaire results indicated that, overall, the workshops produced valuable outcomes for participants.

Throughout the project, cities encountered a range of challenges and opportunities, including issues related to funding, internal organisation, partnerships, food councils, stakeholder management, and communication. These findings underscore the complexity of implementing food policy initiatives and the importance of effective coordination and engagement with diverse stakeholders. Despite these challenges, cities also identified numerous opportunities to scale up the Food Trails experience, emphasising the crucial roles of funding, internal organisation, partnerships, and stakeholder management.

Recommendations for future workshops included structuring sessions differently, integrating webinars on specific topics, and facilitating easier exchanges about the specific actions taken by cities.

Ultimately, the knowledge-sharing workshops, along with the questionnaires and subsequent analyses, played a crucial role in fostering collaboration and advancing progress towards enhancing local food systems across participating cities. These events served as forums for knowledge exchange, partnership building—both formal and informal—and collaborative problem-solving, ultimately contributing to the project's success.

2. Workshops 1-4: Knowledge-sharing, Theory of Change, data collection, and peer-learning methodologies

2.1 Intro and methodology

Due to the COVID-19 pandemic, a series of online workshops took place throughout 2021. These workshops focused on various aspects of food policy and Living Labs, each with a specific theme. Despite the virtual format, the workshops provided valuable opportunities for cities to exchange ideas, share knowledge, and collaborate on different aspects of their work. Each session began with an introduction, followed by discussions that enabled cities to engage with the topics and share their experiences.

The following sections will describe the content of each workshop. Each workshop began with a brief introduction by Eurocities, followed by a general discussion among the participating cities, moderated by Eurocities.

2.1.1 Workshop 1: Knowledge-sharing

This workshop was split into three online sessions held over three days, from 27 to 29 October 2021, with each session lasting between 1.5 and 2 hours.

The workshop had a broad focus on knowledge-sharing rather than a specific topic, aiming to facilitate the exchange of information about cities' food-related work. Over the course of the three days, partner cities presented their value propositions—explaining the rationale behind their food policy actions, the goals they aimed to achieve, and the main objectives of the pilot actions they implemented as part of the Living Labs developed within the Food Trails project.

The participating cities were divided across the three days to allow sufficient time for each to present and discuss their work. The sessions, lasting between 1.5 to 2 hours, were facilitated by Eurocities.

Feedback from participants was often very positive. After the presentations, cities frequently asked for more details about various initiatives, especially about how local workshops were organised. They were particularly interested in understanding how these

workshops were facilitated, who participated, the number of attendees, the organisational structure behind the events, and the range of stakeholders involved.

Questions also arose around how to generate data on the impact of these initiatives, who should be involved in driving change, and the structure of municipal organisations, particularly regarding public canteens.

A recurring theme in the feedback was the exchange of inspiration and knowledge—either from cities with experience in a particular area or from those looking to work on a similar topic. Another prominent theme was stakeholder engagement, with questions focusing on how cities engage different groups (such as youth) and how they choose which stakeholders to involve.

Several cities also provided feedback on the creation of food councils, which was a key focus in many of their value propositions. Additionally, there were some comments on the definitions of sustainability and food waste, with discussions around how these terms can be interpreted both broadly and narrowly.

2.1.2 Workshop 2: Theory of Change

This workshop, held online from 3 to 4 November 2021, introduced the Theory of Change (ToC) framework as a key tool for planning and developing Living Labs. The ToC helps clarify how specific efforts lead to the intended change by outlining the activities expected to produce a desired outcome. It starts by defining long-term goals, intermediate objectives, and the activities needed to achieve these outcomes. The workshop emphasised assisting cities in aligning their processes with measurable outcomes, ensuring that each step contributes effectively toward their overarching goals. The primary focus was to support partner cities in developing their own ToC frameworks².

The Food Trails partner cities were divided across the three days, with each session beginning with a detailed presentation by a researcher from Wageningen University & Research. This provided cities with the theoretical framework needed to develop their own ToC.

The feedback from cities regarding the presentation was generally positive. They found the ToC framework to be a valuable and engaging tool for the development and planning of

² Further information can be found in Food Trails deliverable 4.1 'Report of theory of change applied to each city,' which is available on the '[Resources](#)' page of the Food Trails website.

their Living Labs. The cities expressed that the ToC framework helped them structure the process more effectively, raising awareness of underlying mechanisms and assumptions in their selection of indicators, impacts, and desired outcomes.

When asked what kind of support they would like from the scientific partners, the cities expressed a desire for feedback that would either validate or challenge their chosen indicators and assumptions.

2.1.3 Workshop 3: Data collection

Held on 10 and 11 November 2021, this workshop focused on data collection, emphasising the importance of selecting appropriate indicators. Cities were encouraged to discuss how to design and choose indicators that align with their desired outcomes and effectively measure impact.

The team from Fondazione Politecnico di Milano delivered a presentation on data collection, highlighting the importance of selecting from approximately 200 different indicators. The presentation covered key topics such as monitoring frameworks, definitions of monitoring, and the distinctions between impact, output, and process indicators.

Feedback on this workshop was generally positive, with cities finding it valuable to discuss data collection as a central topic. Most of the questions from cities related to the choice and design of indicators for their desired outcomes. Cities inquired about whether they should use the same target group for data sampling and how to choose indicators based on practical considerations, such as budget. They also asked what qualifies an indicator, as not every impact is easy to measure. The participants were advised that the process is unique to each city, making it difficult to provide a one-size-fits-all answer. However, they were encouraged to also use scientific studies and literature as indicators for their assumptions.

There were also discussions on the balance between qualitative and quantitative data in the indicators. While both types are useful, researchers recommended prioritising quantitative data and quantifying qualitative indicators whenever possible, as quantitative data is easier to compare and monitor over time.

One question raised was how to manage stakeholders' expectations and potential disappointments during the development of the Living Lab, particularly if an assumption proves to be incorrect. Cities highlighted that the Living Lab is an ongoing process, allowing for continuous adjustments. They stressed the importance of involving stakeholders throughout the process to address concerns and adapt to changing circumstances.

2.1.4 Workshop 4: Peer-learning methodologies

This workshop, held online on 17 and 18 November 2021, focused on peer-to-peer learning and collaboration among cities. It explored methods for knowledge sharing and introduced the learning pairs for the replication activities to be implemented as part of Food Trails.

The Eurocities team presented on knowledge sharing and peer-to-peer learning, outlining the methodology developed for the project's replication activities and clarifying the roles of various project partners in these efforts³. The workshop also allowed cities to provide feedback on the learning pairs, which were created by Eurocities to match cities' good practices with their specific learning needs.

During the workshop, there were only a few questions and minimal feedback, all of which were positive. Cities appreciated the learning pairs and understood the rationale behind them, finding the approach beneficial. The few questions that did arise mainly concerned the scheduling and budget for the visits. The scientific partners emphasised that the visits were intended for knowledge sharing and could also involve key stakeholders, including through online meetings.

2.2 Main outcome and lessons learned

2.2.1 Introduction to follow-up methodology

The workshop series in the autumn of 2021 was followed by an online questionnaire (see Annex 1 for details on all four workshops). In Annex 2, the questions are presented and a brief summary of the responses is provided. The questionnaire included both open and closed questions.

This initial questionnaire employed a different methodology compared to the subsequent ones, which were administered via an online platform allowing for more advanced data analysis, including the generation of statistical outputs. As a result, due to differences in design and administration, the findings from the initial and later questionnaires are not directly comparable, and any cross-analysis should be approached with caution.

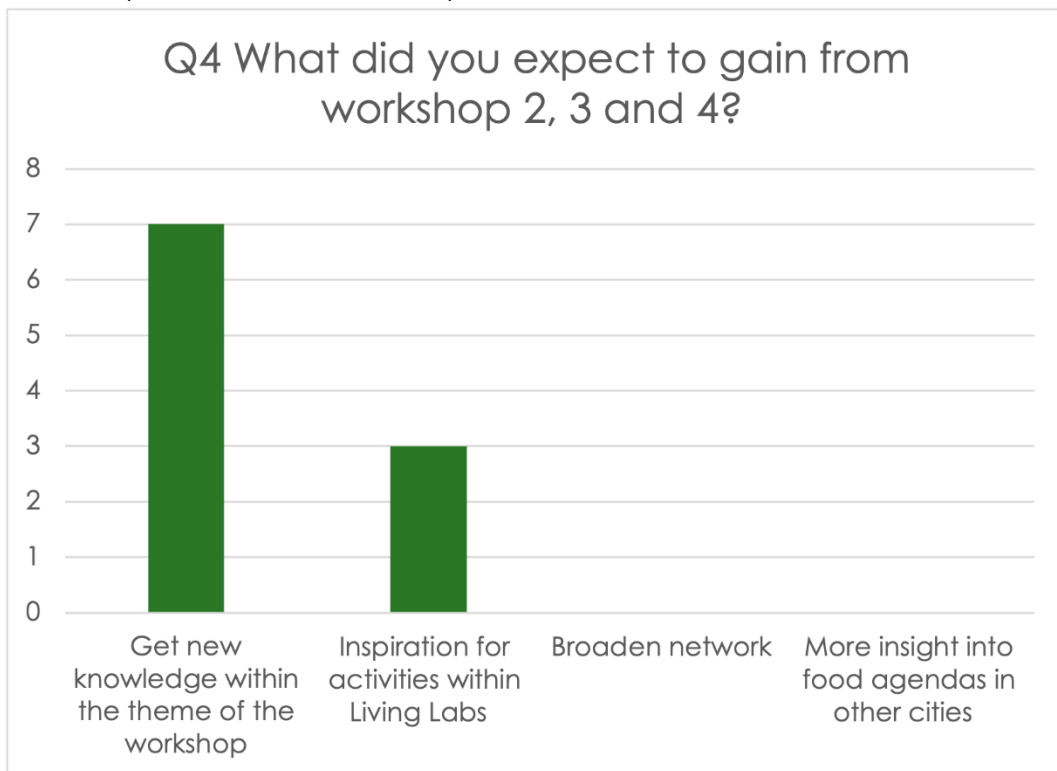
³ Further information can be found in Food Trails deliverable 6.5 'Replication visits report,' which is available on the '[Resources](#)' page of the Food Trails website.

Annex 2 contains the detailed responses to the questionnaire, while the graphs below provide a visual analysis of the feedback collected from the cities that participated in the workshops.

Figure 1: Cities' expectations from Workshop 1.



Figure 2: Cities' expectations from Workshop 2,3, and 4.



The overall expectations for the workshop series are evident from the graphs in the follow-up questionnaire. The majority of participants found that gaining insights into other cities' work, methods, and experiences, along with knowledge sharing, were the most valuable aspects. Additionally, participants expressed interest in finding inspiration for activities related to the Living Labs.

2.2.2 Key points from answers to follow-up questionnaire

Insights from respondents to the questionnaire following the online knowledge-sharing workshops illuminate their expectations, valued outcomes, and preferences for future activities.

In Workshop 1, participants aimed to broaden their networks, gain insights into the food agendas of other cities, and acquire knowledge for organising Living Labs. The majority emphasised the importance of understanding the current situations and diverse approaches of other cities.

Workshops 2, 3, and 4 focused on expanding networks, providing insights into other cities' food agendas, and imparting new knowledge within specific themes. Participants sought inspiration for Living Lab activities and clarity on deliverables, guidance, and templates for their work.

Valuable outcomes from the workshops included the streamlining of ideas, the production of cities' deliverables, clear guidance on tasks, knowledge of food behaviour theories, and a deeper understanding of workshop themes. The insights gained were regarded as relevant and impactful for future work within the Food Trails project.

The relevance of each workshop varied, with the Knowledge-Sharing session appreciated for enabling comparisons and contextualising proposals. The Theory of Change workshop was seen as crucial for framing actions and prioritising objectives, while the Data Collection workshop was noted for its precision and practical tools.

Suggestions for future workshops included topics such as knowledge-sharing, impact assessment, follow-ups on pilot actions, establishing a food council, stakeholder involvement, analysis of results, outcome redefinition, and monitoring indicators.

Participants stressed the importance of real experiences and insights from the activities of others. For improvement, respondents expressed a desire for concrete support in implementing change, understanding administrative boundaries, linking impact assessment to investment, advance planning for events, and ongoing peer-to-peer learning visits. While they were satisfied with the current support, there was a need for additional guidance on setting up the Theory of Change. Furthermore, they showed interest

in exploring best practices through inspiration sessions with partner cities, focusing on similar activities.

The diverse expectations and insights gathered from the workshops highlight the need for tailored support and ongoing collaboration to enhance the effectiveness of the Food Trails project.

3. Workshop 5: Stakeholder engagement

3.1 Intro and methodology

This workshop took place in Thessaloniki and centred on stakeholder engagement. Participants explored tools and strategies for involving diverse stakeholders in their Living Labs. The discussions aimed to identify effective methods for creating participatory engagement, developing partnerships, and addressing challenges related to involving various actors.

Participants were divided into groups, each focusing on a specific theme. These themes centred on understanding how cities can create participatory engagement and develop partnerships within the context of their Living Labs. The workshop also emphasised the importance of linking stakeholder engagement with broader food policy development and local communication efforts.

The aim of the workshop in Thessaloniki was formulated in bullet points as follows:

- Get an informal update on the work of the different Living Labs;
- Discuss successful ways to engage different food stakeholders in cities;
- Extrapolate successful tools to engage different types of stakeholders;
- Link with the session on local communication;
- Link with work on food policy development;
- Link with the study visit in Thessaloniki.

Eurocities moderated the workshop. The following discussion was initiated among the cities, divided into smaller groups:

- Which actors have been involved so far in your Living Lab?
- Are there any actors you find difficult to involve (and why)?
- Do you have experience in involving vulnerable actors in the Living Lab?

-
- Have you had good experiences in facilitating dialogue across a diverse group of actors with different aims?

After this, the cities had open discussions in small groups of 3-4 people around the current work of the Living Lab. A central topic was to identify tools for engaging stakeholders. During this process, many different ideas emerged. These ideas are summarised below:

- Tools to involve Non-Governmental Organisations (NGOs):
 - Financial incentives;
 - Benefiting from solution development;
 - Desk research;
 - Networking events;
 - Meetings to discuss food policy;
 - Newsletters to inform NGOs;
 - Concrete actions to build collaboratively;
 - Reciprocity – municipalities should show interest in what NGOs are doing on the ground.
- Tools to involve citizens:
 - Public consultation;
 - Citizens' panels;
 - Living Lab – urban group;
 - Association of citizens (indirectly engaging vulnerable groups);
 - Educational activities;
 - Social housing and activities.
- Tools to involve vulnerable groups:
 - Food focus groups – facilitated by NGO networks;
 - Keeping them informed and seeking feedback;
 - Community centres;
 - Cookbooks or other materials;
 - Connecting to existing work already implemented by other organisations;
 - Offers/discounts on specific services;
 - Social 'basket' – healthy recipes with a basket of ingredients, where the municipality buys the food and families can apply to receive it.

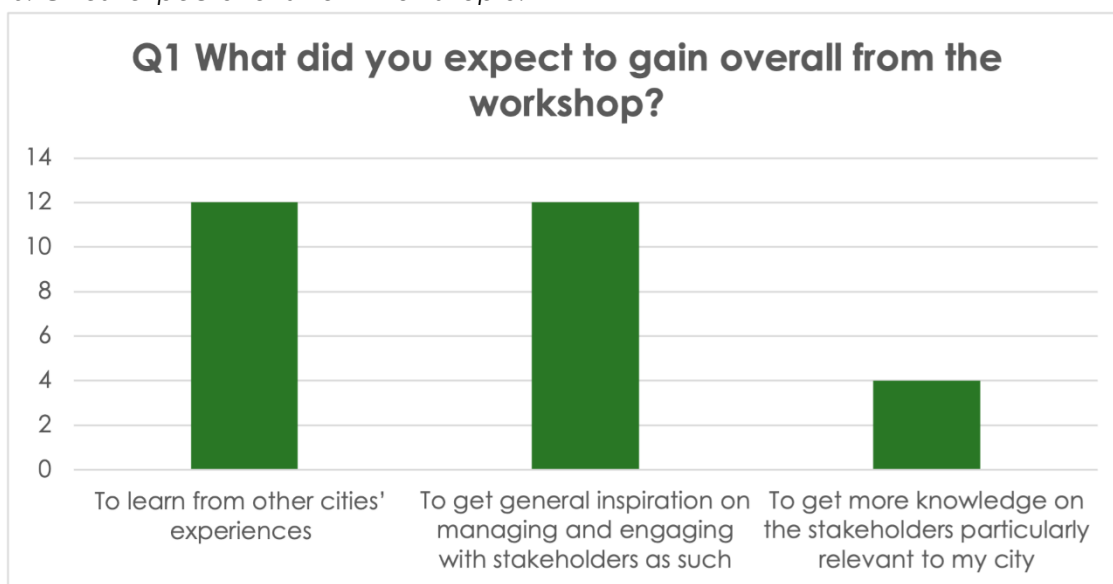
3.2 Main outcome and lessons learned

3.2.1 Introduction to follow-up methodology

The workshop held in Thessaloniki in autumn 2022 was followed by an online questionnaire, with questions slightly different from those used in the online workshops of 2021. The questions for the Thessaloniki workshop were adjusted to better capture the most important insights. As the format of the subsequent knowledge-sharing workshops evolved significantly each time, it was a methodological decision to adapt the questions in later questionnaires to align more closely with the specific context and objectives of each workshop.

The questions are presented in Annex 3, followed by a brief statistical analysis in Annex 4 to illustrate the responses.

Figure 3: Cities' expectations from Workshop 5.



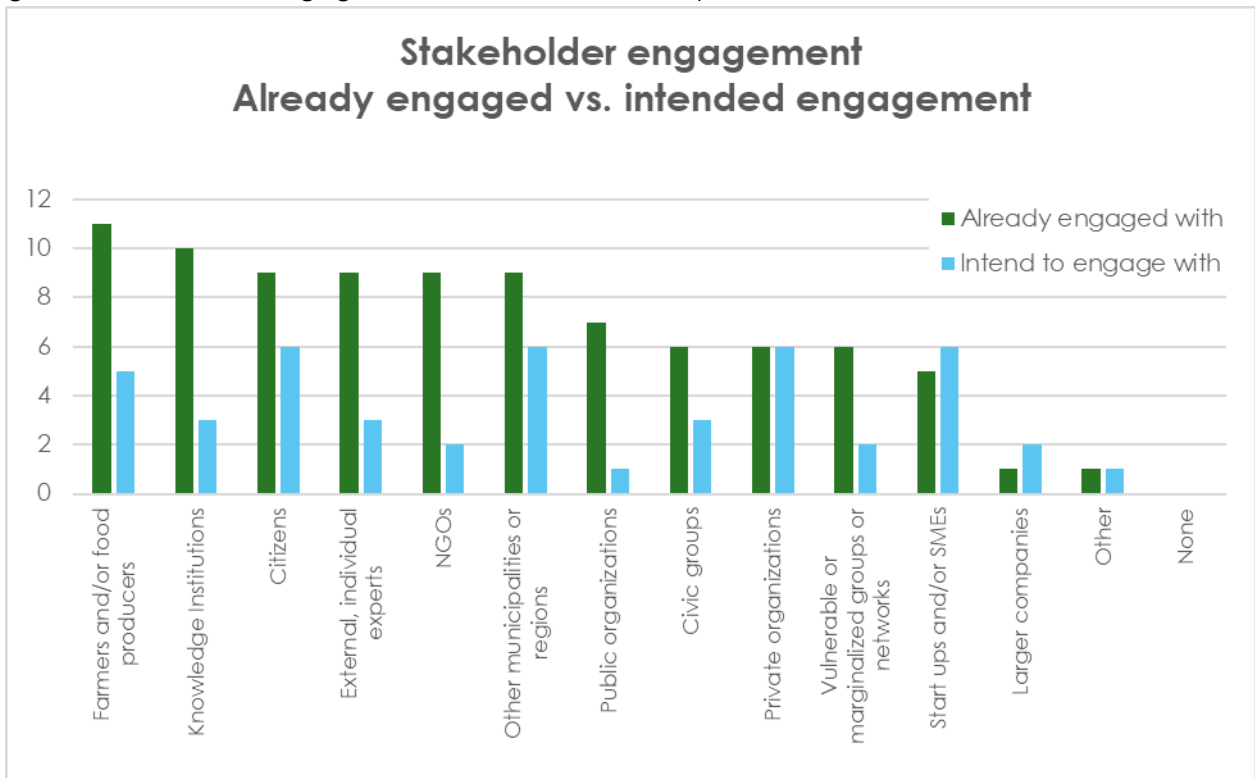
The overall expectations for the series of workshops, similar to those from the initial four online workshops, are centred on the potential to learn from other cities' experiences and the desire to gain inspiration for stakeholder engagement.

Figure 4: Cities' learning from Workshop 5.



The majority of participants indicated that they gained new tools to better engage with their existing stakeholders, while a few were also inspired to engage with new ones.

Figure 5: Stakeholder engagement in cities: Current vs. planned Involvement.



The table above also reveals some interesting differences between the types of stakeholders the cities are already engaging with and those they intend to engage with

further. Participants seem particularly interested in engaging more with citizens, other municipalities or regions, private organisations, and start-ups/Small and medium-sized enterprises (SMEs).

3.2.2 Key points from answers to follow-up questionnaire

The insights from respondents in the Thessaloniki knowledge-sharing workshop reveal a diverse range of expectations, valuable outcomes, and considerations for future engagements. Most participants focused on learning from other cities' experiences and gaining general inspiration for effective stakeholder management. Some sought a comprehensive understanding of the cities' diverse needs, while others aimed to enhance their stakeholder engagement skills.

Many participants acknowledged acquiring new tools for effective stakeholder engagement, while others felt the workshop reinforced their existing practices, highlighting opportunities for further skill development. In terms of achieving objectives, a significant number of participants successfully met their goals, though some expressed a desire for more in-depth discussions, citing time constraints.

External stakeholder engagement within the context of Food Trails reflected a broad range of interactions. Farmers and food producers were the most engaged stakeholders, with respondents employing tools such as dedicated meetings, direct contact, event participation, and digital marketing.

Looking forward, respondents expressed intentions to engage a variety of stakeholders, including private organisations, municipalities, citizens, and start-ups/SMEs. This diverse approach reflects a broad strategy for future engagement. Suggested tools for engaging start-ups or SMEs included calls for applications, various types of meetings, networking, challenge events, and awareness campaigns.

Participants also made recommendations for future workshops, such as presenting tools through good practices, exploring how different cities work towards their goals, exchanging practical examples, organising field visits, and addressing context-specific themes. Others highlighted the need for breaks, more time, and small group discussions.

To improve future workshops, respondents suggested showcasing good practices to inspire cities, defining common challenges, allocating more time for in-depth discussions, presenting executed examples, and facilitating small group interactions to address specific needs. Some respondents did not provide specific suggestions, reflecting the range of perspectives on potential improvements.

3.2.3 Preliminary Results from Questionnaires Regarding Online Workshops and the Thessaloniki Workshop

In conclusion to the workshops held online throughout 2021 and in Thessaloniki in 2022, it appears that the cities were generally satisfied with the performance of Food Trails, particularly regarding the central themes of knowledge sharing, living labs, and stakeholder involvement.

However, the Thessaloniki workshop made it clear that knowledge sharing is most effective when conducted in physical meetings. While online meetings certainly have their place, the beneficial effects of discussing ideas in a setting where everyone can contribute synergistically cannot be overlooked.

In terms of content, it was found that cities creatively engaged a wide range of stakeholders, using various tools such as governance meetings, food policy councils, digital marketing events, workshops, and living labs.

Key insights into how cities planned to implement knowledge within their individual Living Labs were likely captured in questions 8 and 9 of the online questionnaire following the Thessaloniki workshop. These questions were: "Which stakeholders do you intend to engage with in the future?" and "Which tools do you plan to use more in your engagement with stakeholders?"

Regarding the question about which stakeholders the cities intended to engage with in the future, the predominant responses (multiple answers were allowed) included private organisations, other municipalities or regions, citizens, and start-ups or SMEs (all 43%).

Concerning the question about which tools the cities planned to use more when engaging with stakeholders, the most common responses included calls for applications, meetings and networking, Business-to-business (B2B) meetings, challenge events, awareness campaigns, apps, TV broadcasts, and fairs.

In summary, the cities showed an increasing interest in engaging with private organisations, other municipalities, citizens, and start-ups, using a variety of engagement tools such as networking and awareness campaigns, among others.

4. Workshop 6: Collaboration with the private sector

4.1 Intro and methodology

This workshop was held during a partner meeting in Milan in May 2023. Once again, the focus was on knowledge sharing, specifically regarding the cities' engagement with private sector actors. Participants were divided into smaller groups, each comprising representatives from different cities, knowledge partners, Eurocities staff, and researchers. Two sets of guiding questions were provided for the two-hour discussions, tailored to different types of private actors: SMEs and retailers. Although the questions were the same for both sets, they focused on the respective categories.

The questions were as follows:

1. Do you engage with SMEs/retailers?
2. If yes, which types of actors do you engage with?
3. Can you share any successful experiences?
4. What challenges do you face in engaging with SMEs/retailers?
5. What tools do you use to engage with SMEs/retailers?

4.1.1 Discussion Regarding Engagement with SMEs

Answers to questions 1 and 2

During the discussion, it was noted that some cities prioritise engagement with SMEs, particularly producers and farmers, by incorporating them into procurement processes, market analysis, and tenders. One effective approach is a targeted strategy that focuses on nutrition and training for SMEs, especially those involved in city-owned markets and the hospitality sector. Alternatively, some cities operate at a sectoral level, integrating SMEs and start-ups into the food policy council, which also includes wholesalers, community gardens, and food waste management actors.

Another approach emphasises collaboration with community sector organisations. Additionally, establishing a support mechanism for small to medium-scale organic farmers—providing funding and tax exemptions during their initial years as start-ups—was highlighted as a valuable example.

Furthermore, a forward-thinking strategy is evident through strong connections with SMEs, facilitated by incubation initiatives under the Food Trails project, along with a stakeholder

analysis to enhance this engagement. The use of financial incentives to attract SMEs is a key strategy, particularly in light of anticipated new dynamics resulting from the formation of a food council.

At a broader level, a focus on national and regional pre-incubators demonstrates a multi-tiered approach. Moreover, collaboration with social cooperatives that produce organic food, alongside an association of farmers, underscores a commitment to social and sustainable business models.

The specific responses from the cities are detailed below:

- **Bergamo:** Involves social cooperatives producing organic food and collaborates with an association of farmers.
- **Birmingham:** Engages with community sector organisations delivering local interventions and developing resources, benefiting from Slow Food's reputation and contacts, while aiming to reshape the existing food system.
- **Bordeaux Metropole:** Engages at a sectoral level, including SMEs and start-ups as members of the food policy council, collaborating with wholesalers, community gardens, food waste actors, and consulting firms.
- **Copenhagen:** Engages with SMEs as a political goal, focusing on procurement, market analysis, and tenders, primarily involving producers and farmers.
- **Funchal:** Works with SMEs on nutrition and training, engaging with city-owned markets and hotels.
- **Grenoble Alpes Metropole:** Uses financial incentives to engage SMEs and has high expectations for new dynamics with the food council, anticipating new private actors to join.
- **Groningen:** Focuses on incubation with SMEs through the Food Trails project, currently conducting a stakeholder analysis to increase SME involvement.
- **Thessaloniki:** Engages with pre-incubators, with more involvement at the national and regional levels.
- **Tirana:** Supports small to medium-scale organic farmers with funding and tax exemptions for three years as start-ups.

Answers to question 3

- The school canteens in **Bergamo** are now incorporating more organic food into their menus by collaborating with an association of botanical gardens to identify educators.
- **Birmingham** highlights that local SMEs have a better understanding of the food system and can provide insights that policymakers might overlook. This fosters agile relationships and projects, as smaller amounts of money are involved and the management hierarchies in SMEs are less complex, allowing for adjustments based on insights gained during implementation.

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- **Bordeaux Metropole** mentions that one elected representative from the Food Policy Council is affiliated with an SME.
 - **Copenhagen** representatives share the story of a potato tender that will culminate in teaching school children at the farm or supplier involved.
 - **Funchal** and **Bergamo** report that it is much easier to work with start-ups than with SMEs, as start-ups often seek recognition rather than financial support. However, the rules of engagement can be unclear, and practically any company can claim to be sustainable.
 - **Funchal** representatives also discuss how school children connect with farmers through designated programmes and collaborations with SMEs.

Answers to question 4

- **Birmingham** notes that SMEs are particularly vulnerable to challenges such as sickness, absence, or staff changes, which can delay projects or result in non-delivery.
- **Bordeaux Metropole** connects with the economic department rather than the food team, making it difficult to interest SMEs in participating in their initiatives.
- In **Copenhagen**, there is an experience that SMEs are hard to find and may not adapt to the realities faced by the city, particularly in kitchens and within the municipality.
- **Funchal** faces difficulties in engaging SMEs due to their profit-driven focus. However, working through associations and cooperatives may present opportunities, given that procurement is managed by the Government of Madeira.
- **Thessaloniki** indicates that attracting SMEs is challenging unless they adopt a more civil society-oriented approach. During a recent project meeting, they visited a small farm genuinely interested in food systems, which owns a pre-incubator space occupied by various start-ups, not necessarily related to food. They feel more equipped to approach these start-ups.
- One group discussed how food-related initiatives could greatly benefit from drawing lessons from other sectors, especially in fostering innovation and improving engagement strategies. Establishing clear frameworks for collaboration is crucial for forming effective partnerships. A useful approach has been to create alliances that connect SMEs with local governments, emphasising the importance of finding common ground and shared goals to foster collaboration.
- SMEs are increasingly involved in innovative formats such as hackathons, often facilitated by public-sector entities, showcasing how civic-led initiatives can spur new ideas. Additionally, start-ups seem more inclined to participate in city-led projects, reflecting an opportunity to tap into the dynamic potential of these smaller enterprises.
- On a broader level, long-term strategies are emerging to reshape food systems, with a significant focus on sustainability. Major retailers in the corporate sector are making substantial commitments to shift towards plant-based products, signalling a broader

transformation in consumer demand and supply chains. However, campaigns aimed at driving consumer behaviour change, such as promoting plant-based diets, can face resistance, illustrating the complexities of altering public perceptions and habits.

- Waste management is another critical issue, with innovative collaborations between farmers and businesses to repurpose food waste. Governments are introducing incentives to support sustainable waste management practices, but the financial burden of waste remains a challenge across regions, highlighting the need for economically viable and environmentally sustainable waste reduction strategies.

Answers to question 5

- **Birmingham** makes effective use of its food council; however, they primarily reach out to SMEs and visit them in person. The municipality also employs mapping processes and validates them with SMEs, for example, to enhance understanding of the food supply chain. Lastly, they engage in co-production and co-ownership in the development of specifications and strategies.
- **Bordeaux Metropole** employs its food policy council, meetings, and funding as tools to engage with SMEs, receiving support from the economic department.
- **Copenhagen** uses procurement as a tool, calling the SMEs and conducting meetings.
- **Funchal** uses funding as a tool to secure the training of teachers so that they can better educate schoolchildren about food.

4.1.2 Discussion regarding engagement with retailers

Answers to questions 1 and 2

- **Bergamo** does not directly engage with retailers but promotes food waste projects run by various associations that do work with retailers (supermarkets).
- **Birmingham** hosts a wholesale market with a fruit and vegetable distributor that supplies retailers. Learning from their experience, Birmingham has found that supermarkets and convenience stores are often part of larger chains, making them logistically complex with management and head offices located elsewhere. Addressing these complexities is a significant task that will take time to unpack, so for now, Birmingham is focusing on achieving easier wins first.
- **Bordeaux Metropole** is not engaging with retailers, as no supermarkets or wholesalers are selling local products or local food.
- **Copenhagen** engages with retailers through market-based dialogue with wholesalers, though large producers primarily sell directly through wholesalers.
- **Funchal** engages with the municipal market.
- **Groningen** states that they may interact with retailers on food-related issues; however, this interaction is contingent upon having an SME app ready to contact targeted food retailers. As it stands, they are not yet engaging with retailers.

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- **Milan** is working with retailers through initiatives such as SOGEMI, a public company managing the wholesale of food products in Milan. Other retailers, mainly supermarkets, are collaborating on food aid and waste reduction by creating a hub to combat food waste. Fruit and vegetable retailers are organised into specific groups consisting of local producers.
 - **Thessaloniki** intends to collaborate with retailers interested in establishing a farmers' market.
 - **Tirana** is engaging with retailers by organising a food hub (food market), which is the largest in Albania and has the capacity to support other food markets.

Answers to question 3

- In **Birmingham**, there is a focus on aligning priorities for a project centred on sustainability, which presents an opportunity for economic impact and positive media coverage. Several initiatives have been undertaken to help stakeholders meet various priorities, ensuring that everyone remains dedicated to the project. A key insight from Birmingham is the importance of leveraging existing networks, although a professional pitch is necessary to engage the right stakeholders effectively.
- **Bordeaux Metropole** has launched a study on logistics, with retailers included to contribute to the study and implement subsequent actions.
- **Copenhagen** states that retailers can assist the city in evolving its food strategy and implementing it through procurement as part of market development.
- In **Tirana**, the food hub is functioning very well, providing farmers with a dedicated selling spot.

Answers to question 4

- In **Birmingham**, retailers and food markets are reluctant to be transparent because they fear losing their unique selling points and commercial knowledge, which are crucial to their businesses. There is a concern that this knowledge could be 'stolen' or replicated by competitors.
- In **Bordeaux Metropole**, one challenge is that many retailers feel they lack the time to engage with public administration. Additionally, a significant number of retailers prefer to remain 100% independent and decline public assistance. When they do accept help, they often express a need for support in areas such as logistics, where potential solutions can take a long time to implement.
- In **Copenhagen**, a notable challenge is that retailers are unwilling to change and make their operations transparent. Furthermore, wholesalers can become too large, potentially leading to monopoly situations that control the market.
- In **Grenoble Alpes Metropole**, one of the challenges in engaging with retailers is the need for cluster promotion of food products to successfully sell to retailers and supermarkets, whether local or national, and to utilise public procurement.

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- In **Tirana**, there is a desire to attract more organic farmers to participate in the food hub, as well as to engage more markets interested in healthy products.

Answers to question 5

- In **Birmingham**, tools for engaging with retailers include educating them and conducting site visits to encourage discussions about their opportunities, challenges, barriers, and ideas. In return, Birmingham asks retailers about their priorities to build authentic relationships. A further tool—or perhaps a challenge—is finding ways to provide logistics that encourage small farmers to sell in the city. Currently, the municipality leverages existing networks to share information about available resources.
- In **Bordeaux Metropole**, the primary tools for engagement are meetings, the food council, funding, and potentially an upcoming local certification, alongside two projects focused on logistics and food processing units. The municipality also uses procurement for organic products in school canteens as a tool to engage with retailers, who are then encouraged to donate unsold but still consumable food. However, a challenge is that supermarkets often resort to significant discounts to sell their goods at the last minute.
- In **Copenhagen**, the city employs an electronic tendering system to facilitate transparent market dialogue. Individual meetings, procurement, and “weighted” points to encourage exchanges among retailers are also regularly used tools. The next step for Copenhagen is to enable farms to contact the municipality directly to share information.
- In **Groningen**, the municipality is developing a custom-made app to interact with both SMEs and retailers on various topics. There is also an ongoing process to measure shifts in dietary habits, along with cooking classes aimed at understanding their impact on family diets and consumption.
- In **Grenoble Alpes Metropole**, the primary tools for engaging with retailers are fairs (e.g., markets) and workshops.
- In **Tirana**, the predominant tools for engaging with retailers are public-private partnerships, as well as financial and non-financial incentives.

Lastly, there are a few general considerations regarding the tools needed to effectively engage with retailers. These include food waste recovery for food aid, logistics (specifically a collecting system), an information network, and calls for interest from retailers.

4.2 Main outcome and lessons learned

4.2.1 Introduction to follow-up methodology

The process and discussions of the workshop held in May 2023 in Milan, as detailed above, were followed by an online follow-up questionnaire. This time, the intention was to mirror the questions from the follow-up questionnaire conducted in 2022 in Thessaloniki.

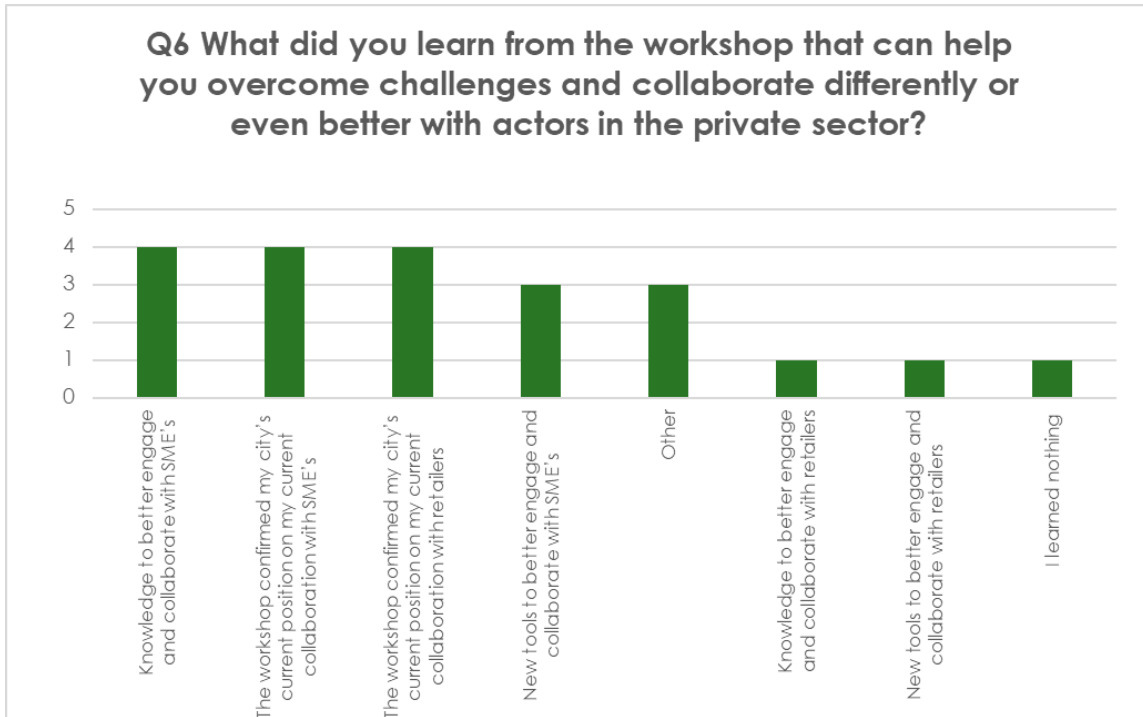
Annex 5 presents the follow-up questionnaire, and a brief statistical analysis illustrating the responses to the questions is provided in Annex 6.

Figure 6: Cities' expectations from Workshop 6.



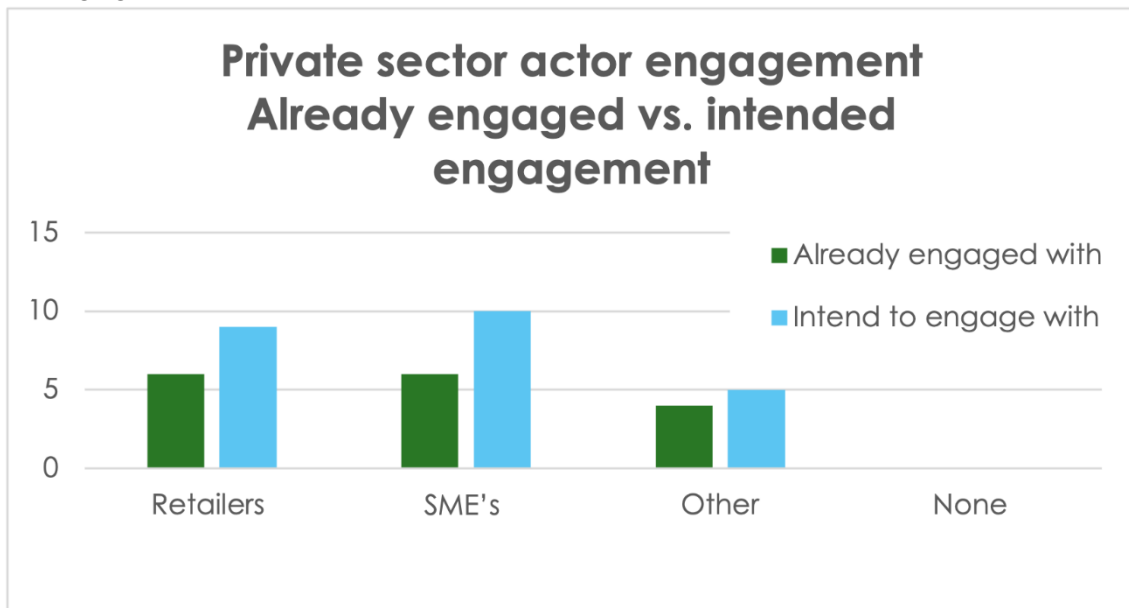
The overall expectations for this series of workshops are similar to those of previous workshops, focusing on the potential for learning from the experiences of other cities. Participants were keen to be inspired by the professional content, which in this workshop centres on collaboration with the private sector.

Figure 7: Cities' learnings from Workshop 7.



The insights gained from the workshop clearly centred on acquiring new knowledge about practices related to knowledge exchange, particularly regarding collaboration with actors in the private sector and the tools that facilitate such collaboration.

Figure 8: Engagement of private sector actors: Current vs. planned involvement.



This table indicates that cities found inspiration, as the bar graphs demonstrate a significant increase in their intention to engage with various actors compared to those they are currently collaborating with.

4.2.2 Key points from answers to follow-up questionnaire

Insights from the Milan knowledge-sharing workshop highlight a combination of successful goal achievements and varied expectations among participants. Most attendees reported successfully meeting their workshop objectives, attributing their success to the lack of specific goals or time constraints for engaging key stakeholders. However, a small minority did not achieve their aims. Notably, some respondents who did not attend the workshop still participated in the questionnaire.

In terms of perceived value, a significant majority found the workshop beneficial, gaining insights into SMEs, startups, technological solutions, and networking opportunities. Nevertheless, a notable minority did not find any value in the experience.

Expectations for the workshop varied widely. Most participants aimed to learn from other cities' experiences, seeking inspiration for stakeholder management and knowledge on collaborating with SMEs and retailers. Specific expectations were mentioned, while a smaller group entered the workshop without any particular expectations.

Responses regarding collaboration with private sector actors were diverse; some engaged with SMEs, others with retailers, while the majority involved a range of actors, including school canteens, non-profits, catering companies, and citizen initiatives.

Challenges in collaboration were evident, especially in engaging SMEs and retailers. Difficulties arose in procurement processes and a general lack of interest from some stakeholders. Retailer engagement was particularly challenging due to the complexities of managing large public companies and sustaining interest over time.

The workshop provided valuable insights, with some participants gaining knowledge on engaging SMEs and retailers through collaborative environments and strategies. Other cities acquired new tools, including design thinking methodologies. A smaller group focused on the topic of buying the whole animal, which became relevant during a subsequent replication visit.

Future engagements displayed a range of intentions; many participants plan to collaborate with SMEs, others with retailers, and a significant number aim to engage various actors, including startups, non-profits, and supermarkets. Tools for engagement differed, with some planning to utilise innovation in public procurement, online platforms, and direct contacts for SMEs, while retailers considered workshops and knowledge-sharing sessions.

Suggestions for future workshops included topics such as reporting tools, SME readiness, coordination, and the protein transition. One respondent recommended guiding city exchanges with specific questions or prepared answers, suggesting a potential improvement for future knowledge-sharing workshops.

5. Workshop 7-8: Food councils and communication

5.1 Intro and methodology

The knowledge-sharing workshops on "Food Councils" and "Communication" took place in the summer of 2023. In developing the evaluation strategy for these workshops, a distinctive approach was adopted after careful consideration. Rather than using questionnaires, as in previous workshops, to assess learning outcomes and gather feedback from cities involved in the Food Trails project, reliance was placed on two reports produced by external experts who facilitated these workshops.

This choice to forgo a questionnaire-based evaluation stems from the recognition that collecting responses from cities has proven to be resource-intensive. The process of gathering answers often leads to significant delays and requires multiple follow-up communications to encourage participation. The varied tasks and commitments of the cities involved in the Food Trails project contribute to these challenges. Therefore, an approach that balances the need for insightful feedback with practical considerations was prioritised to avoid unnecessarily overburdening the cities.

The reports generated by the external experts summarise key discussions, insights, and recommendations from the workshops. By leveraging these reports, the evaluation process is streamlined, ensuring that valuable content is efficiently captured. However, this approach does not fully reflect the experiences and perspectives of the participating cities.

The chosen methodology not only expedites the evaluation process but also aligns with a commitment to practicality and resource optimisation. While the importance of thorough evaluation is acknowledged, this strategy enhances efficiency without compromising the quality of insights derived from the workshops.

By adopting this approach, a balance is sought between rigorous evaluation and pragmatic considerations of time and resources. This analytical framework ensures that

meaningful insights can be gained to enhance the impact and effectiveness of research initiatives.

The external experts appointed to lead the online workshops include:

On communication, citizen engagement, and behavioural change for food citizenship: Michael van Lieshout and Hannelore Tyskens.

On food councils and similar forms of multistakeholder participation in food policies: Gert Engelen and Katrien Verbeke.

The structure of the two online workshops, followed by individual feedback, is outlined below:

1. Part 1: July 2023 – Knowledge Sharing Workshops in Small Groups

Each session, lasting a maximum of two hours, presented a comprehensive overview of the topic, incorporating both theoretical insights and examples of good practices and successful tools. This was followed by small group discussions facilitated by the experts.

To ensure that all cities could attend, each workshop was held on two different occasions, allowing representatives from the same city to participate separately:

- 6 July, 12:00-13:30: Communication and Food Citizenship – 1st option
- 12 July, 11:00-12:30: Food Policy Councils – 1st option
- 13 July, 12:00-13:30: Communication and Food Citizenship – 2nd option
- 17 July, 14:00-15:30: Food Policy Councils – 2nd option

2. Part 2: August and September 2023 – Individual Follow-Up Sessions

The experts provided individual follow-up discussions with each city team, offering tailored support and advice to help advance their work.

Following the completion of their activities in late September 2023, the experts prepared a brief report summarising their findings.

5.2 Main outcome and lessons learned

5.2.1 Introduction to follow-up methodology

Below is an overview of the outcomes derived from the reports following the online knowledge-sharing workshops on Food Councils and Communication, conducted from July to September 2023. The mini-report was prepared by the external experts who facilitated the workshops: Katrien Verbeke and Gert Engelen (Food Councils), along with

Hannelore Tyskens and Michael van Lieshout (Communication), all from Rikolto. These workshops were part of the Food Trails knowledge-sharing activities, aimed at enhancing the capabilities and knowledge of partner cities in advancing local food transformation and establishing participatory and integrated food policies.

Based on the comprehensive findings from the expert reports, it became clear that follow-up questionnaires after the workshops were not a suitable methodology in this instance. The Rikolto experts provided detailed analyses that offered significant insights into key areas, thoroughly addressing strategies and recommendations for implementing effective food councils and communication strategies. Their reports explored the complex dynamics of stakeholder engagement and behavioural change, outlining specific solutions to the challenges faced by cities. Furthermore, they provided an in-depth understanding of both organizational models and communication tactics.

5.2.2 Insights from the Expert Report on Food Councils

- **Understanding Food Councils:** Understanding the composition of Food Councils is essential, as they serve as multi-stakeholder platforms that unite representatives from various sectors, including government, agriculture, health, academia, civil society, and the food industry. The first step in forming a Food Council is stakeholder mapping to identify relevant participants, taking into account sectors, supply chain actors, thematic expertise, and diverse food-related interests.
- **Organisational Model:** Next, it is important to navigate the various organisational models available for food councils, which can range from city-initiated councils to those driven by citizen efforts. Establishing clear roles, responsibilities, goals, and expectations from the outset is crucial. Internal alignment within the city administration may involve forming an internal working group with representation from different teams.
- **Strategic Insights:** During the workshops and in the expert report, several strategic insights were shared. Notably, it is advisable to avoid officially designating an 'official advisory council' to maintain flexibility and informality. Emphasising an evolving and open structure for food councils can be beneficial over time. Additionally, the report recommends distinguishing between types of food councils, incorporating budget authority, and enhancing the visibility of the food council's work.
- **Addressing Challenges:** Overcoming challenges with tailored solutions was a key focus of the discussions. The report acknowledges that challenges faced by cities are context-specific, highlighting the need for a customised approach. Specific solutions for the challenges faced by cities such as Bergamo, Funchal, and Thessaloniki are outlined in the report.
- **Promoting Participation:** Promoting participation and engagement in food councils is a shared challenge. Examples from Bordeaux Metropole and Groningen illustrate efforts to encourage active participation. Strategies to bridge the work of food

councils with citizen engagement include incorporating citizen science, organising events, and mapping regional initiatives.

- **Resource Management:** Effective resource management is crucial for the success of food councils. Cities often face challenges in securing adequate resources. Recommendations from the experts include starting small, organising working groups or annual events, and ensuring ongoing time and budget support for sustainable food council operations.

5.2.3 Insights from the Expert Report on Communication

- **The Importance of Communication Strategies in Food Policy Development:** Effective communication strategies are essential for developing a city's food policy, particularly regarding behavioral change. Drawing on insights from behavioral psychology, it is important to address the intuitive and unconscious decision-making processes that influence food choices. Key biases—such as in-group/out-group dynamics, framing, loss aversion, and social norms—play a significant role in this discussion. The expert analysis from the workshop on Communication highlights the crucial role of strategic communication in shaping a city's food policy. The primary aim is to encourage behavioural change in citizens' eating habits, promoting more sustainable and healthier diets, as well as increasing local food consumption. Achieving this goal requires a thorough understanding of the behavioral psychology and marketing principles that affect food choices.
- **Understanding Food Choices:** Research shows that nearly 90% of food-related decisions are made intuitively, often driven by emotional and sensory impulses. Therefore, strategic communication should address both rational and unconscious processes, employing techniques like nudges in the food environment to influence choices effectively.
- **Crafting an Effective Communication Strategy:** Creating an effective communication strategy necessitates building a support base for sustainable food system initiatives. This involves developing a narrative that resonates with a broad audience, extending beyond the usual supporters. Considering biases, such as in-group/out-group dynamics, framing, loss aversion, and social norms, is vital for enhancing the effectiveness of messages.
- **Balancing Information and Behavioral Change:** One strategic challenge is balancing the dual purposes of information dissemination and behaviour change. Communication contributes significantly to attitude formation, making citizens more receptive to broader interventions, such as changes in school meal policies. It is important to set realistic expectations regarding the impact of communication on behavioral change.
- **Resource Challenges in Communication:** Cities frequently encounter resource challenges in their communication efforts. Possible solutions include advocating for budget allocations within municipalities and establishing dedicated communication

budgets for project funding. Building relationships with relevant journalists and collaborating closely with press and communication departments are additional strategies to enhance communication effectiveness.

- **Engaging Citizens in Food Policy:** Engaging citizens in the food policy-making process is paramount. A systemic approach involves giving citizens a seat at the table and understanding their desired levels of involvement—whether through information sharing, consultation, or active participation in policy creation.
- **Common Challenges in Communication:** Cities often face challenges in their communication efforts, including reaching a wider audience, engaging all citizens, and determining the most effective narratives. Strategies to address these challenges may involve organizing public events, leveraging existing citizen networks, and framing messages positively to encourage behavioural change.

In conclusion, expert insights on communication emphasise the need for a nuanced, strategic, and inclusive approach to effectively convey food policies and drive sustainable changes in food-related behavior patterns.

6. Workshop 9: Knowledge-sharing on Food Trails Living Labs

6.1 Intro and methodology

The Food Trails Annual Partner Meeting in Funchal, Portugal, from 15 to 17 November 2023, was a pivotal gathering for the Food Trails project. Cities convened alongside researchers to discuss, among other things, pilot actions and collective visions for the development of urban food policies under FOOD 2030.

On the first day, a knowledge-sharing workshop was held, where cities engaged in plenary and group sessions, sharing valuable lessons from their experiences. Discussions included a critical review of monitoring frameworks and indicators, emphasising practical insights gained during field visits. Notably, there were three sessions, each dedicated to a different aspect of knowledge, showcasing a unique methodological highlight.

6.1.1 Session 1: Plenary workshop on lessons learned & card game

The first session kicked off with a series of presentations where the partnering cities would each present their insights and lessons learned in relation to each individual living lab conducted in the city. After the cities presented their learnings, the session proceeded to a card game. We will refer to the latter as session 1B.

6.1.1.1 Session 1: Lessons learned

Below is a brief summary of the main points from these presentations, arranged by city:

- **Bergamo** sees food policy work as cross-disciplinary, requiring commitment from various municipal departments. Engaging families and the wider community is crucial for the effectiveness of La Buona Mensa beyond schools and municipal settings.
- **Birmingham's** Full of Beans pilot underscores the importance of co-producing interventions with end-users, while the composting project draws on community resources, extending beyond its original scope due to strong community relationships.
- **Bordeaux Metropole** emphasises the significance of building trust with local partners when co-producing a food policy. Collective catering plays a pivotal role in transforming local and regional food systems, and addressing food waste in canteens is crucial for waste reduction, requiring support to learn effective waste reduction strategies.
- **Copenhagen**, in its comments related to the Potato Kit pilot, underscores the importance of supplier involvement in education to increase students' interest in farm visits. The 'Dialogue App' has proven effective in improving communications with schools.
- **Funchal** emphasises citizen involvement in co-creation for positive results and highlights the potential of Living Labs to integrate food education into the city's social gardens. Networking is considered essential for converting smaller actions into more significant ones.
- **Grenoble Alpes Metropole** faces governance complexity in its territorial project, especially in mobilising NGOs for the Living Lab on the Month of Transition. Changing canteen food systems involves collaboration with businesses, navigating different priorities and budgets.
- **Groningen** views food as a means of collaboration between municipal departments. Continuous attention to local initiatives is emphasised, and external stakeholder research on Food Policy action is deemed important.
- **Milan's** focus on circularity in school canteens reveals that project funds were only for initiating pilots, and scalability depends on the municipal budget. The collaboration with Milano Ristorazione was a valuable opportunity for improving procurement activities, and the city is actively exploring ways to overcome barriers in public-private partnerships.
- In **Thessaloniki**, collaboration with local partners is highlighted in developing food policies. Working closely with officials in health and nutrition policy is deemed important, and the commitment of elected officials to food policy is seen as a key determinant in successful policy development and implementation.

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- **Tirana** emphasises coordinating public plans with local and national regulations, fostering dialogue between public institutions and civil society, and the importance of citizen education and awareness-raising.
 - **Warsaw** stresses the importance of bringing multiple stakeholders together for intervention design and testing. Data and guidelines on diagnosing city food systems are crucial, and clear information on waste legislation at both EU and local levels is essential.

6.1.1.2 Session 1B: Card game

The purpose of the card game was to facilitate structured exploration and discussion of various aspects related to food policy and urban development. Over the course of four rounds, city representatives and researchers engaged in a process that encouraged individual reflection, comparison of perspectives, identification of key elements for scaling up, and collaborative problem-solving.

Participants, including city representatives and researchers, followed specific rules across four rounds. Players would roll a dice, draw a card matching the colour shown on the dice, and place it on a diagram based on their experiences. Discussions were not allowed until later in the game, when players would compare their choices, facilitated by researchers. In the following round, players placed tokens on the cards they deemed most relevant for scaling. Discussions then focused on identifying key elements and seeking solutions. In the final round, participants proposed solutions to identified barriers and noted them on the relevant cards.

During the game, the cities were divided into the following groups:

- Group 1: Grenoble, Warsaw, Groningen
- Group 2: Bergamo, Thessaloniki, Funchal
- Group 3: Bordeaux, Copenhagen
- Group 4: Birmingham, Tirana, Milan

Reflecting on the card game, the following general summary draws on insights from all groups. By combining the experiences of different cities, the discussion offers a comprehensive understanding of key strategies and considerations, providing valuable perspectives for advancing the cities' initiatives on a larger scale. The insights from the card game are categorised under five thematic headings, reflecting contributions from all cities:

1. **Diversification of funding sources:** The discussions highlighted the importance of diversifying funding sources to sustain food system initiatives in the long term. Insights from Grenoble Alpes Metropole and Warsaw underscored the significance of financial support from private companies, particularly start-ups, as crucial drivers for

food system transformation. Thessaloniki recognised the need to enhance procurement interventions and consider potential barriers associated with long-term structural funding.

2. **Stakeholder engagement:** The effectiveness of engaging stakeholders across sectors was emphasised. Groningen, for example, highlighted the role of schools in connecting children to nature-based solutions for urban food production, demonstrating the importance of fostering collaborative partnerships to overcome silos and drive systemic change. Funchal underscored the importance of its local food ecosystem, rooted in tradition, suggesting a link between preserving cultural elements and engaging local stakeholders effectively. This recognition reinforces the need to respect and integrate local customs into food system initiatives for sustainability.
3. **Role of food councils:** There were varied perspectives on the role of food councils in advancing food system initiatives. Warsaw expressed optimism about the benefits of establishing a food council to connect stakeholders, whereas Grenoble Alpes Metropole approached the idea with caution, citing challenges in building and sustaining it at a systemic level. This highlights the need for careful consideration when implementing food councils, taking into account the specific context of each city.
4. **Securing long-term structural funds:** Several cities emphasised the importance of securing long-term structural funding to ensure the sustainability of their actions. Warsaw took a pragmatic approach, focused on immediate external funding, while Grenoble Alpes Metropole stressed the importance of strategies such as diversifying resource pools and collaborating with stakeholders to address food-related issues. Thessaloniki also highlighted the need to secure long-term funds and explore the role of municipalities in raising awareness of food-related projects within the city.
5. **Communication and visibility:** The discussions stressed the importance of effective communication in increasing the visibility of food projects. Warsaw emphasised practical exchanges based on the specific needs and priorities of cities, while Grenoble Alpes Metropole raised concerns about financial constraints, particularly the cost of in-person meetings. This underscores the need for innovative, cost-effective, and inclusive communication strategies.

The card game provided valuable insights and perspectives from participating cities on advancing food system initiatives. Through collaborative discussions, key strategies were identified, highlighting the complexity of addressing food system challenges. The importance of shared learning and cross-city collaboration in driving meaningful change was also emphasised. As cities continue to tackle food system issues, the lessons learned from the card game serve as valuable guideposts for future efforts, fostering innovation, sustainability, and inclusivity in urban food systems worldwide.

6.1.2 Session 2: Critical review of the monitoring framework and specific indicators

In session 2, each city was asked to discuss the indicators they had used from the project's indicator framework. They were required to mention three indicators they had engaged with during the project, share key lessons learned, and provide a brief explanation of how each indicator had been applied in their city's work. Most cities fulfilled this task; however, a few did not address the indicators, which will be reflected in the following summary of the use of indicators, along with the main lessons learned by each city to contextualise the insights.

- **Bergamo:** Bergamo's experience in Food Trails offered valuable lessons for other cities. Collaborating across municipal departments, including the Botanic Garden, education, and environment sectors, enhanced the effectiveness of pilot actions. Formalising food policies through the Manifesto accelerated action implementation and ensured sustainability. Living Labs highlighted the challenges of data collection and the cautious transition to plant-based school meals. Key indicators, such as the presence of an active municipal interdepartmental team, approval of the Manifesto, and tracking food waste in school canteens, guided Bergamo's strategic approach.
- **Birmingham:** Birmingham's Full of Beans Pilot demonstrated the importance of co-producing interventions with stakeholders for adaptability. The urban growing pilot, involving city departments and external collaborations, provided valuable insights for creating a permanent role to link planning and public health objectives. Community composting champions extended the initial food waste separation goals to include local schools. Indicators played a crucial role in guiding Birmingham's strategies. Sustainable diet activities were tracked under the Full of Beans campaign, and the percentage of children benefiting from school feeding programmes was used to address health inequalities. Indicators relating to food production, waste collection, and local initiatives informed the development of municipal urban food policies. Birmingham's future focus includes assessing the impact on greenhouse gas emissions, organising events, and aligning with UK food waste laws.
- **Bordeaux Metropole:** Bordeaux Metropole's lessons emphasised the importance of building trust within a Living Lab to enable effective collaboration among stakeholders. The presence of an active multistakeholder food policy structure was a key indicator, highlighting the need for cross-disciplinary, concrete objectives. Collective catering was identified as crucial for promoting sustainable, healthy diets, with an indicator focusing on the proportion of food procurement expenditure from sustainable, ethical, and local supply chains. A third lesson centred on the interconnectedness of food waste and procurement, with an indicator tracking policies addressing food waste prevention, recovery, and redistribution.

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- **Copenhagen:** Copenhagen highlighted the value of cross-administrative involvement and expert collaboration in enhancing pilot projects. The kitchen dialogue app, developed with specialist input, extended beyond the Food Trails project, benefiting the entire municipality. Involving multiple departments led to the creation of a comprehensive budget model and greater interest in sustainable food systems. Lessons from the Farm to School initiative introduced an educational tender requirement that informed future public food procurement tenders. Copenhagen's indicators include the proportion of food procurement from sustainable sources and the involvement of SMEs and farmers as educators. Another indicator focused on the expansion of farm-to-school programmes, while a third assessed the costs of a nutritious food basket to support affordability.
 - **Funchal:** Funchal's lessons emphasised the importance of citizen involvement, the potential of Living Labs, and networking in shaping a comprehensive approach to the city's food system. Engaging the population through co-creation ensured broad participation and project acceptance. The Living Lab developed food-related educational resources that had a lasting impact on food literacy. Funchal's indicators were not addressed in this session.
 - **Grenoble Alpes Metropole:** Grenoble Alpes Metropole faced governance challenges, particularly in coordinating with NGOs and private caterers. The governance structure, involving elected representatives, highlighted the time-consuming decision-making process. Mobilising NGOs without direct subsidies required long-term strategies, as their financial constraints limited transformative actions. Grenoble's indicators included the number of events during Food Transition Month, with approximately 150 events reflecting stakeholder engagement. The indicator tracking 11 voluntary municipalities participating in the sustainable school canteen programme measured the project's reach, while the food waste reduction indicator showed a 16% decrease from 2022 to 2023, marking progress towards metropolitan goals.
 - **Groningen:** Groningen's lessons stressed the importance of internal cooperation and alignment across policy fields. Setting clear goals and securing structural funding internally were seen as key to external effectiveness. The Protein Transition approach involved hiring external experts to guide decision-making. Small projects were valued for experimentation and learning. Indicators were not addressed by Groningen in this session.
 - **Milan:** Milan highlighted the importance of linking actions within Living Labs to enhance circularity in school canteens. Nudging actions were scaled through a dedicated "Refectory Fund." The Food Trails project acted as a catalyst for innovation within Milano Ristorazione, the public company managing school canteens. Process innovation in administrative procedures was also emphasised to support public-private partnerships. Milan's indicators, aligned with its Comprehensive Regional Food Strategy, include measuring the volume of food loss, waste reduction, surplus food recovery, and consumer awareness efforts.

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- **Thessaloniki:** Thessaloniki highlighted the importance of local participation in shaping its urban food policy, emphasising the role of local partners and experts. Institutionalising nutrition responsibilities within the municipality was also critical, as was political commitment from elected officials. Thessaloniki's indicators focused on governance, with an emphasis on the presence of a multistakeholder food policy structure, and food production, particularly the number of residents with access to urban agriculture gardens.
 - **Tirana:** Tirana emphasised the need to coordinate public interventions with local and national regulations and engage in continuous dialogue between public institutions and civil society. Education and awareness were crucial for successful policy implementation. Tirana's indicators included educational programmes in schools, "healthy food days," and campaigns to reduce food loss and waste. A network to allocate food surplus was also established.
 - **Warsaw:** Warsaw stressed the importance of an active interdepartmental body of experts to design evidence-based interventions. The city highlighted the need for a comprehensive food system database and legislative clarity around food surplus. Political commitment was seen as vital for the integration of food labs into administrative practices. Warsaw's indicators included the presence of an interdepartmental body, data analysis in policymaking, and food waste policies within the Warsaw Food Lab.

The cities shared diverse experiences and lessons in developing urban food policies, with indicators playing a crucial role in guiding their approaches. Each city prioritised different strategies, such as sustainability, stakeholder collaboration, or citizen engagement. Key examples include tracking food waste in school canteens, assessing sustainable diets, and monitoring multistakeholder collaborations. Governance, food production, and citizen engagement were also measured through various indicators, illustrating their importance in shaping effective urban food strategies.

6.1.3 Session 3: Living Labs beyond Food Trails

During the third session of the day, cities gathered to strategise on how to sustain their Living Labs after the Food Trails project. The cities were divided into four groups:

- Group 1: Thessaloniki, Tirana, and Warsaw
- Group 2: Copenhagen, Funchal, and Grenoble Alpes Metropole
- Group 3: Birmingham and Bergamo
- Group 4: Bordeaux Metropole, Groningen, and Milan

The session yielded critical insights across several key areas, including innovation, food security, climate resilience, community empowerment, and the circular economy. Innovation emerged as a central theme, requiring creative problem-solving across all

domains. The concept of food security was proposed for reformulation, expanding to include broader access to food and sustainable dietary patterns. Climate resilience was highlighted as a separate domain, with procurement identified as a crucial link. Community empowerment was recognised as a core element embedded within innovation. The circular economy, however, presented interpretation challenges, with a consensus forming around focusing on food waste reduction.

Financial sustainability strategies for Living Labs varied between cities. Warsaw relies primarily on EU funding without internal budget allocation, while Thessaloniki has partial municipal funding and employs external consultants paid by Food Trails. Tirana depends on grant-making and public-private partnerships, particularly with food banks and foundations. In contrast, Funchal, Grenoble, and Copenhagen are exploring a range of funding sources, including municipal budgets, non-profit organisations, and potential public-private partnerships for events.

A proposed solution to bolster financial sustainability involved integrating Living Labs into municipal agencies with dedicated innovation budgets. This approach, referred to as "indirect public-private partnership," aimed to extend support beyond the conclusion of the Food Trails project. The discussions revealed diverse financial sustainability approaches and partnership models among cities, highlighting the necessity for flexible strategies after Food Trails.

The conversations also covered interventions and strategies for advancing food system transformation. There were differing views on the importance and implementation of educational interventions, with procurement complexities and the pursuit of long-term structural funding identified as key obstacles. Collaboration with external parties and the preservation of existing food ecosystems were seen as critical. Municipalities were regarded as key drivers of behaviour change, with procurement interventions seen as crucial to success.

Moreover, the establishment of food policy councils and collaboration with food system teams were recognised as essential for effective decision-making. Living Labs were viewed as catalysts for enhancing projects, with discussions stressing the importance of certifications in shaping dietary habits—particularly in prioritising vegetable consumption while considering taste and pleasure.

These integrated insights emphasise the diverse approaches to financial sustainability and partnership models among cities, underscoring the need for adaptable strategies post-Food Trails.

6.2 Main outcome and lessons learned

6.2.1 Introduction to follow-up methodology

The process and discussions from the November 2023 workshop in Funchal, outlined above, were followed by an online questionnaire. The aim was to replicate the questions used in the 2022 Thessaloniki questionnaire and the one that followed the workshop in Milan in May 2023.

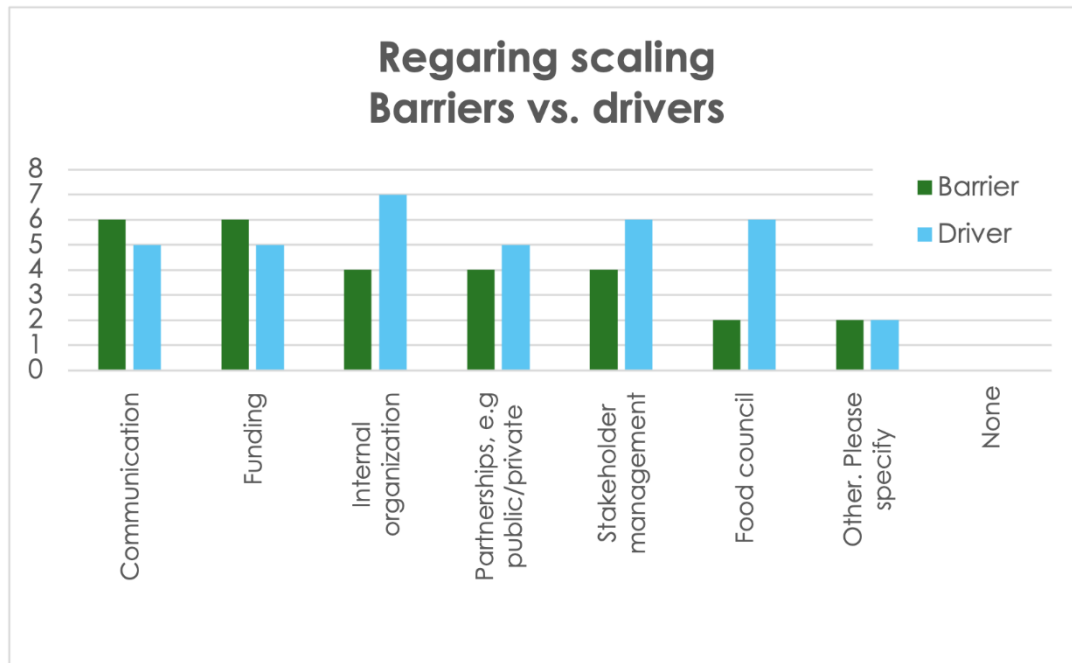
Annex 7 presents the questionnaire's questions. A brief statistical analysis, illustrating the responses, is provided in Annex 8.

Figure 9: Cities' learnings from Workshop 9.



The overall expectations for the workshop differed slightly from previous ones. This time, expectations not only focused on learning about other cities' practices but also included a broader aim: to engage more deeply with the direct content of the Food Trails project. This included exploring drivers and barriers for scaling initiatives—an area closely aligned with the project's core mission. This shift likely reflects the fact that, by the time of the Funchal workshop, the cities were better equipped to engage in meaningful dialogue on the project's central objectives.

Figure 10: Identified barriers and drivers for scaling.



The table above clearly highlights the differences in how various scaling elements are perceived, showing whether the cities view them as drivers or barriers. It is particularly interesting to note that a key element, such as the Food Policy Council, is predominantly seen as a driver—a significant positive outcome of the project.

6.2.2 Key points from answers to follow-up questionnaire

In conclusion, the responses highlight the diverse expectations, challenges, and drivers that cities encountered during the Food Trails project. These responses emphasise the importance of funding, internal organisation, partnerships, stakeholder management, and effective communication in scaling and sustaining food policy initiatives. Additionally, many participants aimed to learn from other cities' experiences, underscoring the value placed on shared learning and cross-city collaboration.

The workshop's individual elements proved largely fruitful, with participants benefiting from an overview of city advancements, learning from other cities, and engaging in practical exercises. However, a few participants expressed difficulty in recalling useful insights. Cities faced various challenges throughout the project, with funding, internal organisation, partnerships, food councils, stakeholder management, and communication being notable barriers. These findings underline the complexity of implementing food policy initiatives, which require effective coordination, financial resources, and stakeholder engagement.

When it came to scaling the Food Trails experience, cities primarily identified challenges related to funding, internal organisation, partnerships, and stakeholder management. Funding, in particular, was a recurring theme, highlighting the need for sustained financial support to expand successful initiatives.

Looking ahead, cities pinpointed funding as a key barrier to maintaining living labs post-Food Trails. The ongoing crisis, communication hurdles, and the difficulty of sustaining bottom-up initiatives without financial backing were flagged as significant obstacles. On the other hand, participants identified drivers for continuing living labs, such as municipal budgets, reinforcing actions initiated through Food Trails, gaining political support, stakeholder commitment, and fostering community development.

Participants' evaluations of working with indicators varied. Some found the process useful and relevant, particularly for focusing activities and building a credible business case. Others, however, found it challenging due to difficulties in tracking accurate data, lack of standardisation, and the time-consuming nature of the task.

The majority of participants did not feel that any topics were missing from previous knowledge-sharing workshops. However, some expressed a desire for more information on tips and tools for communicating project actions. It is recommended that these insights inform future food-related initiatives to address the identified barriers and enhance collaboration among cities moving forward.

7. Knowledge exchange opportunities during other events

A brief overview of the knowledge-sharing workshops hosted during events in Almere (2022), Ghent (2023), Bordeaux (2023), and Turin (2024). These workshops included participation from cities beyond the Food Trails consortium.

7.1 Almere, June 2022

At the 'The Table is Set!' event in Almere on 22-24 June 2022, Food Trails cities actively participated in four co-creation workshops, each centred around concrete challenges presented by European cities—Warsaw, Rotterdam, Lille Metropole, and Turin.

The primary aim of these workshops was to promote knowledge-sharing, exchange of best practices, and provide practical advice to cities facing similar issues. The sessions encouraged cities to critically evaluate their own approaches, collaboratively identify replicable and innovative solutions, and draw inspiration from each other. The overarching goal was to empower cities to improve their local food systems through shared learning and the collective resolution of common challenges.

Four parallel co-creation sessions were held, each centred on:

Table 2: Workshop Structure for the Knowledge-Sharing Workshop in Almere.

Workshop 1- Food Environment (Workspaces Aeres 4.01)	Workshop 2: Food Identity & Social Inclusion (Workspaces Aeres 4.02)	Workshop 3: Local & Regional Food (Workspaces Aeres 4.03)	Workshop 4: Turin Food for a Healthy Planet (Workspaces Aeres 3.08)
<p>Presenting: Jos Streng + Ralph van Meijgaard (Rotterdam)</p> <p>Challenge: move food logistics to a more sustainable direction</p> <p>Moderator: Anja De Cunto (Eurocities)</p> <p>Notetaker: Francisca Feiteira (Slow Food)</p>	<p>Presenting: Natalia Boitot (Warsaw)</p> <p>Challenge: Facing the crisis: food aid and refugees' inclusion</p> <p>Moderator: Marius S. Weschke (EAT) and/or Claire Bouillon (EAT)</p> <p>Notetaker: Shaleen Meelu (Birmingham)</p>	<p>Presenting: Jamila Bentrar, Wim de Jaeger (Métropole Européenne de Lille)</p> <p>Challenge: Developing an integrated soil management method for food production, while strengthening collaboration with researchers/break silos and better monitor soil eco-systemic services.</p> <p>Moderator: Alice Jan Dahan (Eurocities)</p> <p>Notetaker: Alice Casiraghi (Milan)</p>	<p>Presenting: Maria Bottiglieri, Barbara Zunino, Pietro Pagella (Turin)</p> <p>Challenge: Linking youth, food, and climate policies in the development of future policies</p> <p>Moderator: Marius S. Weschke (EAT) and/or Claire Bouillon (EAT)</p> <p>Notetaker: Elisa Porreca (Milan)</p>

7.2 Ghent, April 2023

Taking place during the Eurocities Environment Forum and alongside the Eurocities Working Group on Food from 26 to 28 April 2023, a knowledge-sharing workshop and co-creation session were organised to design a protein transition strategy.

The workshop drew inspiration from the initiatives undertaken by the city of Ghent, one of the few cities with an approved protein transition plan, and the ambitions of the Food Trails city, Groningen, to develop a protein transition action. A key focus of the workshop was

promoting the protein transition through collaboration with the private sector, engaging stakeholders from retailers to restaurants, food producers, start-ups, and SMEs. Representatives from various organisations shared insights about their work in this area.

A particular emphasis was placed on public procurement and how cities can involve companies by incorporating ambitious sustainability criteria into their procurement processes. This approach encourages these companies to meet high sustainability standards in their proposals.

During the final workshop, all lessons learned were compiled to co-create a protein transition strategy. Participants analysed the challenges they might face, identified the resources needed, and determined the stakeholders to involve.

7.3 Bordeaux, September 2023

The event "Good Food for All" took place in Bordeaux from 27 to 29 September 2023 and focused on various approaches and actions related to food justice. It featured a half-day session organised in partnership with the City of Birmingham, centred on the "Food Justice Toolkit." External experts were invited to support the event and training sessions.

During the meeting, participants from Food Trails, as well as external cities from the Eurocities Working Group on Food and the MUFPP, discussed and exchanged experiences and solutions on how local municipalities can address challenges and ensure food justice, thereby securing people's right to food at the local level.

The cities explored urban policies and experiments aimed at responding to immediate food emergencies while structurally transforming the local food system to achieve greater resilience, sustainability, and fairness for both consumers and producers.

7.4 Turin, September 2024

During Terra Madre 2024, Food Trails participated in an "EAT Action Dialogue" knowledge-sharing workshop aimed at exploring how cities can accelerate the Great Food Transformation. The workshop took place on 27 September.

Approximately 25 participants, including representatives from Food Trails cities, partners, and Cascade cities, took part in the workshop, which was divided into five breakout groups to discuss key priorities and actions needed within the following themes:

- **Land Use:** Halting the conversion of remaining ecosystems and restoring nature.

-
- **Sustainable Production:** Focusing on the sustainable and ecological intensification of all forms of food production, including aquatic and terrestrial systems.
 - **Stopping Food Loss and Waste:** Enhancing supply chains to effectively stop food loss and waste while enabling circular resource flows.
 - **Adoption of Planetary Health Diets:** Facilitating access through purchasing power to afford healthier options and creating food environments that offer widespread availability of appealing, nutritious foods while limiting access to less healthy options.
 - **Justice and Equity:** Committing to decent wages in food system jobs, resolving all forms of discrimination, and ensuring appropriate representation.

The knowledge shared by cities during the workshop at Terra Madre will serve as a foundation for future stakeholder dialogues and will inform a stakeholder brief for cities developed by EAT. This initiative is part of the upcoming launch of EAT-Lancet 2.0 in 2025.

8. Conclusions

The Food Trails project has embarked on a collaborative journey aimed at enhancing local food systems in European cities through knowledge sharing and innovation. A series of knowledge-sharing workshops, both in-person and online, has enabled participating cities to share insights, best practices, and challenges, laying the groundwork for meaningful collaboration and progress.

Beginning with early online workshops centred on knowledge sharing, Theory of Change, data collection, and peer learning methodologies, the project has since expanded to include in-person workshops in Thessaloniki, Milan, and Funchal, as well as workshops involving cities outside the consortium. Each workshop has offered unique opportunities for cities to learn from one another, refine their strategies, and assess innovative solutions to shared challenges.

The initial online workshops, which addressed topics such as food councils and communication strategies, enriched the knowledge-sharing process and fostered continued engagement among participants. These sessions have strengthened the capacity of partner cities to advance local food transformation, addressing key challenges and establishing more integrated food policies.

Post-workshop questionnaires have been instrumental in gathering feedback and reflections from participants, offering valuable insights into the workshops' impact and relevance. Analysis of these questionnaires has revealed key findings that highlight the

diverse expectations, challenges, and drivers faced by participating cities, leading to adjustments in the knowledge exchange process throughout Food Trails.

The methodological approach adopted aimed to create a platform for partner cities and researchers, ensuring that progress and lessons learned were effectively shared. While variations in workshop design made direct comparisons between sessions challenging, the overall analysis of each knowledge-sharing workshop in this report emphasises the importance of methodological continuity. A consistent approach to workshop design and content could facilitate even better knowledge exchange and enable sustained progress and impact over time.

Overall, the knowledge-sharing workshops, alongside the questionnaires and their subsequent analysis, have played a significant role in supporting collaboration and driving progress within the Food Trails project. Serving as vital forums for knowledge sharing, building partnerships, and collectively addressing shared challenges, these events have laid the groundwork for continued innovation and improvement of local food systems across partner cities. As the project transitions into new phases through the cascading process, it is hoped that the insights gained from these workshops will continue to guide and inform efforts to create more resilient urban food systems.

9. Annexes

Annex 1: Questionnaire 2021 – Online workshops

Introductory text:

Here you receive a short questionnaire as a follow up on the four knowledge sharing workshops held in October and November 2021. The knowledge-sharing workshops was planned to ensure a regular interaction between partner cities around the implementation of the pilot projects and to offer an opportunity to receive advice and feedback while connecting best practices and projects with an overall systemic perspective on food.

Workshop 1 was the knowledge sharing workshop, where the cities presented their plans/work and received questions and feedback, both from peers and from researchers. Workshop 2 (Theory of Change), workshop 3 (Data collection) and workshop 4 (Peer learning methodologies) were prepared by the researchers and were used to collect input from the cities, and support cities in their continuous development of the pilots.

Please fill in the questionnaire – it only takes a cup of coffee-time or around 10 min.

Q1: Please, put in your job title and name of city/research institution

Q2: What did you expect to gain from workshop 1: The knowledge sharing workshop focusing on city presentations and feedback?

- Broaden network
- More insight into food agendas in other cities
- Get knowledge within organizing Living Lab
- Inspiration for activities within Living Labs
- Other: (Open-answer box should appear to describe what they expected to gain)

Q3: What was the most valuable outcome of the workshop for you? (Open-answer box should appear to describe what they expected to gain)

Q4: What did you expect to gain from workshop 2, 3 and 4?

- Broaden network
- More insight into food agendas in other cities
- Get new knowledge within the theme of the workshop (Theory of change, data collection and/or peer learning)
- Inspiration for activities within Living Labs
- Other: (Open-answer box should appear to describe what they expected to gain)

Q5: What was the most valuable outcome of the workshops for you?
(Open-answer box should appear to describe what they expected to gain)

Q6: Which of the workshops did you find most relevant for your future Food Trails work?

- Knowledge sharing
- Theory of Change
- Data Collection
- Peer learning methodologies
- Why? (Open-answer box should appear to describe what they expected to gain)

Q7: Please, put forward suggestions for improvement of forthcoming workshops 2022

What topics would you like to be addressed in the next workshops?

(Open-answer box should appear to describe what they would like)

Q8: What kind of support would you require from the project partners and from whom to support your activities in the project?

(Open-answer box should appear to describe what they would like).

Annex 2: Summary of answers to questionnaire following workshops 1-4 on diverse subjects

Outlined below are the responses provided by the cities in the questionnaire. The number of 'yes' answers is indicated in bold within parentheses following each option. If no number is indicated, it means there were no 'yes' responses for that option. Additionally, the questionnaire often included an option for free-text responses (e.g., in relation to the "other" answer option). These free-text responses are replicated exactly as written by the individuals who provided them.

Please, put in your job title and name of city/organization

(Open-answer box)

Q1: What did you expect to gain from workshop 1: The knowledge sharing workshop focusing on city presentations and feedback

- Broaden network
- More insight into food agendas in other cities **(6)**
- Get knowledge within organizing Living Lab **(1)**
- Inspiration for activities within Living Labs **(3)**
- Other: (Open-answer box should appear to describe what they expected to gain)
- Answer in free text: *"All of the points listed were important not only for the Living Lab development, but also to understand the current situation in other cities and the work carried out in different ways"*

Q2: What was the most valuable outcome of the workshop for you?

(Open-answer box should appear to describe what they expected to gain)

Answers in free text:

- *"Insights from other cities"*
- *"The work of other cities within their living labs and the actions they plan to realize"*
- *"Systems thinking in the food context"*
- *"To keep abreast with developments in other cities"*
- *"Updated info for all the partners on cities' work"*
- *"Knowledge shared"*
- *"The ideas of the other cities"*
- *"To get to know better the different priorities and approaches of partner cities, to bring additional reflection upon our priorities and approaches"*
- *"The different approaches and practical experiences from other cities is inspiring and can inform your own work and thinking"*
- *"The actual insights of what other activities were and how they were chosen to be part of the living labs".*

Q3: What did you expect to gain from workshop 2, 3 and 4?

- Broaden network
- More insight into food agendas in other cities
- Get new knowledge within the theme of the workshop (Theory of change, data collection and/or peer learning) **(7)**
- Inspiration for activities within Living Labs **(3)**
- Other: (Open-answer box should appear to describe what they expected to gain)

Q4: What was the most valuable outcome of the workshops for you?

(Open-answer box should appear to describe what they expected to gain)

- *"Clear up ideas and shrink down the number of activities"*
- *"It clarified what we need to produce as cities regarding the deliverables"*
- *"Clear guidance and templates for the work that needs to be done"*
- *"To get knowledge of theories around food behavior"*
- *"Comprehension of the toc methodology"*
- *"These topics were very relevant and important to consider within our work"*
- *"New approach and perspectives"*
- *"To receive concrete definitions, methods proposals about ToC or data collection – to make sure we are aligned or to broaden our approach"*
- *"Deeper understanding of both expectations and possibilities within the themes"*
- *"The better insights in the actual activities and why these were chosen another information"*

Q5: Which of the workshops did you find most relevant for your future Food Trails work?

- Knowledge sharing **(2)**. Why (open text box):
 - *"Make a comparison and putting our proposal into perspective"*
 - *"The knowledge sharing is very useful since we are working in real live situations in Food Trails with real actors, so the knowledge from what does work in other cities is most worthwhile and helps go getting and understanding what could be done in Groningen and how that could work"*
- Theory of Change **(4)**. Why (open text box):
 - *"The theory of change helps to frame the actions that will be undertaken"*
 - *"Choosing the right objectives for the local work is the most important aspect of our work and this workshop helped us prioritize"*
 - *"Because it will help us to organize and establish the results"*
- Data Collection **(3)**. Why (open text box):
 - *"I think the project's outcomes will be more relevant if cities are actually able to collect data coming from their pilots"*
 - *"All the workshops were very important for the development of our work, however, at this phase, we feel that the data collection workshop was very relevant. It is important to re-think some of our main goals and how we will be"*

able to measure success later on. For that, the set of indicators chosen will be crucial not only for the project itself, but also for monitoring work"

- "All workshops were useful, but the one on data collection gave very precise insights and tools"
- Peer learning methodologies

Q6: Please, put forward suggestions for improvement of forthcoming workshops 2022

What topics would you like to be addressed in the next workshops?

(Open-answer box should appear to describe what they would like)

- "Knowledge sharing"
- "Don't know"
- "Impact assessment"
- "Following up with the different pilot actions that the partner cities are conducting, getting theoretical information on transition of food systems (feedback from research)"
- "Process to approve a food policy"
- "Important notes on establishing a food council, Stakeholder involvement put into practice, Analysis of results, outcome and re-defining goals"
- "Indicators monitoring"
- "I would like to get back to you with the answer later – as we are delayed"
- "Information about how the work goes, do the activities that were chosen work out as planned? What are the experiences, the tricks and also what did not work out as expected and why? The real experiences are very helpful for others to learn from."

Q7: What kind of support would you require from the project partners and from whom to support your activities in the project?

(Open-answer box should appear to describe what they would like)

- "How to concretely implement change, the administrative boundaries specific to our areas"
- "Support needed: Help when a deliverable necessitate a specific methodology / From whom: Our city is closely followed by Cardiff University and this help is very useful and insightful"
- "Specific links between impact assessment and impact investment"
- "A one-year planning with the different events so as to be able to anticipate (for example, I cannot participate in the first day of January's annual meeting because the date was announced too late)"
- "Happy about current support"
- "We believe that peer to peer learning visits will be very positive and enriching experiences. General guidance is always welcomed, from everyone"
- "Support on the Theory of Change how to set up"

-
- *“Still looking into this, probably conduct an inspiration session with partner cities regarding food waste prevention and reduction best practices we could use in our living lab”*
 - *“We are primarily looking at the other cities which are somewhat alike Groningen since these activities are probably (or likely or else) applicable to our city which is interesting to look at/consider. The talking about the projects is really helping and the ability to ask questions about practices.”*

Annex 3: Questionnaire 2022 – Thessaloniki

Introductory text questionnaire

Dear Food Trails participant. During 9-11th of November you and your fellow participants in the project took part in meetings in Thessaloniki. Among others you had a knowledge sharing workshop which we would love to get some feedback on. Please take 5-10 minutes to follow the link in this email and fill in the questionnaire. We would appreciate your response within 10 days. Thanks!

Your job title and name of city?

Q1: What did you expect to gain overall from the workshop?

- To learn from other cities' experiences
- To get more knowledge on the stakeholders particularly relevant to my city
- To get general inspiration on managing and engaging with stakeholders as such
- Other (please specify)

Q2: What was the most valuable outcome of the workshop for you?

Q3: Did you learn anything from the workshop that can help you in your stakeholder management?

- The workshop confirmed my position on the stakeholder management I conduct presently
- I learned or was made aware of new tools to better engage with stakeholders
- I gained knowledge that led me to engage with new stakeholders
- Other (please specify)

Q4: Did you achieve your goals for the workshop?

- Yes
- No (please specify reason)

Q5: Which external stakeholders have you already engaged with in your work related to Food Trails?

- NGOs
- External, individual experts
- Knowledge Institutions (universities, think-tanks, research centres etc)
- Other municipalities or regions
- Civic groups
- Private organizations
- Public organizations

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- Citizens
 - Vulnerable or marginalized groups or networks
 - Start ups and/or SMEs
 - Larger companies
 - Farmers and/or food producers (individuals or networks)
 - Other (please specify stakeholder)
 - None

Q6: Which tools do you already use to engage with your stakeholders? (e.g meetings, surveys, food city councils, apps or other)?

- Engaging with NGOs (please specify tool)
- Engaging with external, individual experts (please specify tool)
- Engaging with knowledge Institutions, e.g universities, think-tanks, research centres (please specify tool)
- Engaging with other municipalities or regions (please specify tool)
- Engaging with civic groups (please specify tool)
- Engaging with private organizations (please specify tool)
- Engaging with public organizations (please specify tool)
- Engaging with citizens (please specify tool)
- Engaging with vulnerable or marginalized groups or networks (please specify tool)
- Engaging with start ups and/or SMEs (please specify tool)
- Engaging with larger companies (please specify tool)
- Engaging with farmers and/or food producers, either individuals or networks (please specify tool)
- Other (please specify stakeholder and tool)
- None

Q7: Which external stakeholders do you intend to engage with in the future?

- NGOs
- External, individual experts
- Knowledge Institutions (universities, think-tanks, research centres etc)
- Other municipalities or regions
- Civic groups
- Private organizations
- Public organizations
- Citizens
- Vulnerable or marginalized groups or networks
- Start ups and/or SMEs
- Larger companies
- Farmers and/or food producers (individuals or networks)
- Other (please specify stakeholder)
- None

Q8: Which tools do you plan on using more in your engagement with the stakeholders?

- Engaging with NGOs (please specify tool)
- Engaging with external, individual experts (please specify tool)
- Engaging with knowledge Institutions, e.g universities, think-tanks, research centres (please specify tool)
- Engaging with other municipalities or regions (please specify tool)
- Engaging with civic groups (please specify tool)
- Engaging with private organizations (please specify tool)
- Engaging with public organizations (please specify tool)
- Engaging with citizens (please specify tool)
- Engaging with vulnerable or marginalized groups or networks (please specify tool)
- Engaging with start ups and/or SMEs (please specify tool)
- Engaging with larger companies (please specify tool)
- Engaging with farmers and/or food producers, either individuals or networks (please specify tool)
- Other (please specify stakeholder and tool)
- None

Q9: Which topics do you suggest for future workshops?

- For future workshops I would suggest the following topics (please specify)
- I don't have any suggestions

Q10: Do you have any suggestions for improving future workshops in general?

- For future workshops I suggest that... (please specify)
- I don't have any suggestions

Annex 4: Summary of answers to questionnaire following workshop 5 on stakeholder engagement

Q1: What did you expect to gain overall from the workshop?

The majority of respondents answered both, "To learn from other cities' experiences" and "To get general inspiration on managing and engaging with stakeholders."

Q2: What was the most valuable outcome of the workshop for you?

A variety of different answers were given. One respondent was interested in gaining a general picture from the perspective of the 11 cities and their needs, while another wanted to learn more about how to engage with stakeholders more effectively. Yet another respondent wished to gain an overview of the tools available for communicating with stakeholders. Two respondents did not recall the workshop at all.

Q3: Did you learn anything from the workshop that can help you in your stakeholder management?

The majority (57%) of respondents indicated that "I learned or was made aware of new tools to better engage with stakeholders," whereas only 14% answered that "The workshop confirmed my position on the stakeholder management I conduct presently," reflecting the learning potential of the workshop.

Q4: Did you achieve your goals for the workshop?

A majority of 86% of respondents achieved their goals for this particular workshop, while only one respondent offered some critique, stating, "I wanted to speak more about economic stakeholders' involvement, but we didn't have the time."

Q5: Which external stakeholders have you already engaged with in your work related to Food Trails?

Again, many different responses were provided. The question was open, allowing all respondents to check multiple boxes. The option primarily checked by 79% was "Farmers and/or food producers (individuals or networks)," followed by "Knowledge Institutions" at 71%. Other frequently checked options included "NGOs," "External individual experts," "Other municipalities or regions," and "Citizens" (all at 64%). The least checked box was "Larger companies" at 7%.

Q6: Which tools do you already use to engage with your stakeholders (e.g., meetings, surveys, food city councils, apps, or others)?

The responses to this question were consistent with those to Q5. Therefore, the option 'Engaging with farmers and/or food producers, either individuals or networks' was the most commonly checked. Respondents specified their engagement tools, stating the following: dedicated meetings in existing governance tools; direct contact; meetings; food policy

council; meetings, events, digital marketing; meetings, networking as stakeholders for our living lab; month-long events; via SLOWFOOD; meetings, workshops; workshops, living labs, fairs.

Q7: Which external stakeholders do you intend to engage with in the future?

The responses to this question once again involved checking boxes, allowing respondents to select several options. The most frequently checked were “Private organisations,” “Other municipalities or regions,” “Citizens,” and “Startups and/or SMEs” (all at 43%).

Q8: Which tools do you plan to use more in your engagement with stakeholders?

The answers to this question were also diverse. The option primarily checked by 43% was “Engaging with startups and/or SMEs.” Respondents were then asked to specify the tools, providing the following details: call for applications; meetings, networking; meetings such as B2B; via challenge events; awareness campaign, app, TV broadcast, meetings, networking, fairs; meetings.

Q9: Which topics do you suggest for future workshops?

This question was deliberately framed to allow for either a suggestion or a statement of no suggestions. Interestingly, the latter option, “I don’t have any suggestions,” was the preferred choice by 64%, while “For future workshops, I would suggest the following topics (please specify)” was selected by the remaining 36%. The specifications of this option included: presenting tools through good practices; exploring how different cities work towards their goals; exchanging good practices and concrete examples; depending on the context; and organising field visits. Almost all of these suggestions would be useful to note for further developing the workshop format.

Q10: Do you have any suggestions for improving future workshops in general?

This question somewhat followed the structure of the previous question. Respondents were given the option to answer either “For future workshops, I suggest that... (please specify)” (chosen by 62%) or “I don’t have any suggestions” (chosen by 38%). Again, those who provided suggestions specified the following: “Bring good and best practices to inspire the cities. Define clear and common challenges that cities can face together based on diverse experiences”; “More time on this topic to cover everything”; “More time to discuss in greater depth”; “Have workshops on examples being executed by the cities to discuss the process and outcomes”; “Lunches are real breaks”; “More time should be dedicated to such workshops”; “More time for detailed discussion, as small group discussions are always useful”; “Depends on the context”; “More working groups.”

Annex 5 : Questionnaire 2023 – Milan

Introductory text questionnaire

Dear Food Trails city

In the following we will ask you 10 questions regarding the knowledge sharing workshop between cities which took place in the afternoon on the first day during the Milan visit 8.-10. May 2023.

The purpose of the workshop was to discuss successful ways for cities to engage and collaborate with the private sector, in particular SME's and retailers.

Please take a few minutes and follow this link (...) to fill out the questionnaire.

We would greatly appreciate your response by 31. October.

Thanks!

Your job title and name of city?

Q1: Did you achieve your goals for the workshop?

- Yes
- No. Please specify why

Q2: What was the most valuable outcome of the workshop for you?

- Please specify outcome
- Nothing was valuable

Q3: What did you expect to gain overall from the workshop?

- To learn from other cities' experiences
- To get more knowledge on ways to collaborate with the private sector in general
- To get more knowledge on ways to collaborate with SMEs in particular
- To get more knowledge on ways to collaborate with retailers in particular
- Other. Please specify
- No expectations

Q4: Which type of actor in the private sector do you collaborate or engage with?

- SMEs
- Retailers
- Other. Please specify
- None

Q5: What challenges do you encounter in your collaboration and engagement with actors in the private sector?

- Engaging with SME's. Please specify

-
- Engaging with retailers. Please specify
 - Other. Please specify
 - None

Q6: What did you learn from the workshop that can help you overcome challenges and collaborate differently or even better with actors in the private sector?

- I gained new knowledge to better engage and collaborate with SME's. Please specify
- I learned new tools to better engage and collaborate with SME's. Please specify
- The workshop confirmed my city's current position on my current collaboration with SME's
- I gained new knowledge to better engage and collaborate with retailers. Please specify
- I learned new tools to better engage and collaborate with retailers. Please specify
- The workshop confirmed my city's current position on my current collaboration with retailers
- Other. Please specify
- I learned nothing

Q7: Which actors in the private sector do you intend to engage and/or collaborate with in the future?

- SME's
- Retailers
- Other. Please specify
- None

Q8: Which tools do you plan on using more in your engagement with the actors in the private sector?

- Engaging with SME's. Please specify
- Engaging with retailers. Please specify
- Other. Please specify
- None

Q9: Which topics do you suggest for future workshops?

- Please specify
- None

Q10: Do you have any other suggestions for improving future knowledge sharing-workshops?

- Please specify
- None

Annex 6: Summary of answers to questionnaire following workshop 6 on collaboration with private sector

First, respondents were asked about their city and job title. For the following questions, the answers were recorded as stated below.

Q1: Did you achieve your goals for the workshop?

A total of 77% successfully achieved their workshop goals, while 23% did not. Among those who did not achieve their goals, some attributed this to not having specific goals, while others cited a lack of time for key stakeholders, and a small percentage did not attend the workshop.

Q2: What was the most valuable outcome of the workshop for you?

A significant portion (85%) found value in the workshop. Various responses included gaining insights into SMEs and startups, meeting interesting startups, understanding tech solutions, and networking with procurement officers. However, 15% stated that nothing was valuable, and one respondent did not attend the workshop.

Q3: What did you expect to gain overall from the workshop?

Respondents were permitted to provide several answers. The majority (77%) stated that they expected to learn from other cities' experiences, with 54% seeking general inspiration for managing and engaging with stakeholders. Additionally, 38% anticipated knowledge on collaborating with SMEs, 15% on collaborating with retailers, and 15% had other specific expectations, such as "how to buy the whole animal" and "to gain more knowledge on ways to involve companies in the food transition." A minority (8%) had no expectations.

Q4: Which type of actor in the private sector do you collaborate or engage with?

Responses varied, with 23% collaborating with SMEs, 31% with retailers, and 46% engaging with other actors such as school canteen providers, non-profit organisations, catering companies, and citizens' initiatives.

Q5: What challenges do you encounter in your collaboration and engagement with actors in the private sector?

Challenges faced by 46% in engaging with SMEs included difficulties in the procurement process, attracting them, and their ability to meet municipal demands. Other reasons included, "It is difficult to get SMEs ready to apply for tendering opportunities because of the technical requirements needed by the commissioning authority," "gaining access to these opportunities," "It is hard to get them involved," and "sometimes they lack interest in collaboration."

In terms of engaging with retailers, challenges were faced by 31%, primarily related to the management of a large public company running the Milan wholesale market. This included attracting interest over time, with statements such as, “We are trying to work with local retailers for specific actions such as logistics,” and “creating a trusted atmosphere and offering them benefits from cooperating with our lab, such as a gain of knowledge.”

Under the “other” option, challenges cited by 31% encompassed “strict laws of public administration,” as well as reasons such as, “Engaging with supermarkets and other private companies to work on behavioural change,” “engaging with private catering companies to work on local and sustainable procurement,” “restaurateurs: lack of time on their side, despite an interest in our lab topics,” and finally, “there are many actors in the stakeholder landscape in Groningen, and we are currently inventorying these stakeholders.”

15% of respondents indicated that they encounter no challenges in their collaboration and engagement with private stakeholders.

Q6: What did you learn from the workshop that can help you overcome challenges and collaborate differently?

Respondents were allowed to provide several answers and were also asked to specify their reasons for their responses. 31% gained new knowledge on engaging with SMEs, emphasising, “It was interesting to experience a showcase of SME talent pitching to a range of problems in a collective environment,” “maybe try to get them to work together,” and “sign a memorandum of understanding with a concrete plan of action.” Furthermore, 23% learned new tools for engaging with SMEs, citing examples such as design thinking methodologies and criteria from Bordeaux's food tender.

A fair proportion (31%) felt confirmed in their current collaboration with SMEs and retailers. For new knowledge on retailers, a small number of respondents (8%) gained insights on “how to work with retailers to buy the whole animal.” Regarding tools to engage with retailers, a small number indicated that they learned about “the criteria used in the Bordeaux food tender,” whereas 31% felt confirmed in their city's current collaboration with retailers.

For the ‘other’ option in the question about overcoming challenges in collaborating with actors in the private sector, 23% stated things such as, “We would like to work on how to buy the whole animal together with the wholesaler/retailer,” and “We gained some more knowledge on what is on offer, though we are not currently using this knowledge due to our focus on the protein transition approach in Groningen; it is a bit early.”

Q7: Which actors in the private sector do you intend to engage and/or collaborate with in the future?

Future engagement intentions varied, with 62% intending to engage with SMEs, 46% with retailers, and 62% with various actors or “others,” including startups, non-profits, supermarkets, “state structures that design food or agricultural policies,” private catering companies, as well as “a diverse array of stakeholders who want to work with us on the protein and food transition.” Lastly, “with the retailers, we want to further understand their challenges and address an issue that we discovered during our research within the Food Lab: that food donations from retailers are not always of sufficient quality (sometimes it could qualify as waste).”

Q8: Which tools do you plan to use more in your engagement with the actors in the private sector?

Regarding SMEs, 54% planned to use innovation in public procurement methodologies, public tenders, “adopting a design-led methodological approach to breaking down city challenges and then using pre-procurement contracts with them, which will also support their business readiness profile in the future,” “an online platform for sharing,” “the criteria used in the Bordeaux food tender,” and “direct contacts. Engage in different outcomes of the project. Organise fairs or activities where they can participate.”

31% indicated that they would use new tools to engage with retailers, including “specific workshops + financial support to local initiatives involved in workshops,” and “sharing knowledge on topics of interest for them (such as the intricate food waste legislation in Poland).”

For the “other” tools option, 23% included networking and open dialogue, while 15% checked the option ‘none’.

Q9: Which topics do you suggest for future workshops?

Suggestions for future workshops varied, with 46% providing specific topics such as “reporting and public dissemination tools for the results of food policies,” “how to build SMEs’ readiness for procurement contracts,” “more coordination to show the actual results of the workshop,” “how to buy the whole animal,” “approaches for protein transition in cities,” and “how to design a city food policy; establishment of a City Food Council; stakeholder engagement for better city governance in relation to healthy food and food waste.” However, 54% had no specific suggestions.

Q10: Do you have any other suggestions for improving future knowledge-sharing workshops?

Only one response was provided, with the respondent stating that “the exchange between cities must be very guided, with specific questions or, if necessary, even with answers prepared in advance.”

Annex 7 : Questionnaire 2023 – Funchal

Introductory text to questionnaire

Dear participant in the Food Trails project !

15-17th of November you and your fellow participants from all the cities in Food Trails took part in the consortium meeting in Funchal.

At this meeting a knowledge sharing workshop took place and in relation to that we need you to share some feedback and reflections. Therefore, we kindly ask you to fill out this questionnaire by 31 December.

Even if you did not participate in the Funchal-workshop, your answers are still relevant in order to give us an overall impression of both the workshop and aspects about the entirety of Food Trails.

Please take 5-10 minutes and follow the link at the beginning of this email or right here (...) and fill out the questionnaire.

Let us know if you have any other co-workers who need the link.

Please state your job title and name of city?

Q1: What did you expect to gain overall from the knowledge sharing workshops?

- To get more knowledge on barriers/drivers in general, pertinent to your city's process and development in the Food Trails project
- To learn from other cities' overall experiences (no particular subject)
- To get more knowledge on barriers/drivers for scaling (card game)
- To get more knowledge on working with indicators
- To get more knowledge on ways to continue the work of living labs after food trails
- Other. Please specify
- No expectations

Q2: What was the most valuable outcome of the knowledge sharing workshops?

- Please specify outcome
- Nothing was valuable. Please specify why

Q3: What have been the main barriers/drivers for your city during the entire Food Trails project within the following categories? Please choose one or several categories

- Funding
- Internal organization
- Partnerships, e.g public/private
- Food council
- Stakeholder management
- Communication

-
- Other. Please specify
 - None

Q4: Regarding scaling (transferring and/or enlarging the Food Trails experience to other domains/entities) what have been the main barriers for your city? Please choose one or several categories

- Funding
- Internal organization
- Partnerships, e.g public/private
- Food council
- Stakeholder management
- Communication
- Other. Please specify
- None

Q5: Regarding scaling (transferring and/or enlarging the Food Trails experience to other domains/entities) what have been the main drivers for your city? Please choose one or several categories

- Funding
- Internal organization
- Partnerships, e.g public/private
- Food council
- Stakeholder management
- Communication
- Other. Please specify
- None

Q6: Looking forward what is the most pertinent barrier for continuing the life of the living lab(s) in your city after Food Trails?

- Please specify barrier
- No barrier. Please specify reason

Q7: Looking forward what is the most pertinent driver for continuing the life of the living lab(s) in your city after Food Trails?

- Please specify driver
- No driver. Please specify reason

Q8: What is your assessment of working with indicators?

- I found it mostly challenging to work with indicators all along (not only in the exercise in Funchal). Please specify reason
- I found it mostly useful and relevant to work with indicators during the whole project. Please specify reason

-
- Other. Please specify

Q9: Did you miss any topics in the past knowledge sharing workshops all together (not only Funchal)?

- Yes. Please specify which topic(s)
- None

Q10: For future reference do you have any suggestions to improve the format of knowledge sharing workshops?

- Please specify suggestion(s)
- Other feedback. Please specify
- None

Annex 8: Summary of answers to questionnaire following workshop 9 on knowledge-sharing

Q1: What did you expect to gain overall from the knowledge-sharing workshops?

Participants had varying expectations for the knowledge-sharing workshops. The majority anticipated gaining more knowledge on barriers and drivers, with 54% expressing this expectation. Additionally, 69% aimed to learn from other cities' experiences, while 54% sought insights into barriers and drivers for scaling. Another 46% were interested in acquiring knowledge on working with indicators. Furthermore, 69% looked forward to understanding ways to continue the work of living labs after Food Trails. A small percentage (8%) had other unspecified expectations, and 8% had no specific expectations.

Q2: What was the most valuable outcome of the knowledge-sharing workshops?

The workshops yielded valuable outcomes for participants, with 92% finding specific results beneficial. These outcomes included gaining an overview of city advancements, learning from other cities, and engaging in card game exercises to hear perspectives from different cities regarding their food procurement and waste at various levels, as well as learning from other cities' overall experiences. However, 8% expressed that nothing valuable was derived, citing challenges in recollection.

Q3: What have been the main barriers and drivers for your city during the entire Food Trails project within various categories?

Cities faced diverse challenges and drivers during the Food Trails project. Funding emerged as a significant barrier for 54%, with difficulties in identifying funds and a lack of focus on food policies. Internal organisation challenges were noted by 38%, including issues related to departmental links and the complex nature of food-related policy fields. Partnerships, especially public/private collaborations, posed barriers for 54%, with difficulties in engaging private companies and bureaucratic obstacles. Food councils presented challenges for 31%, requiring a balance in governance and facing issues in animation and local policy adherence. Stakeholder management difficulties were noted by 38%, citing coordination challenges and time constraints. Communication barriers were experienced by 54%, including issues with institutional communication alignment and finding specific channels. Additionally, 31% mentioned other barriers, such as planning permissions and cooperation challenges between rural and urban areas.

Q4: Regarding scaling, what have been the main barriers for your city?

Cities encountered various barriers in scaling the Food Trails experience. Funding posed challenges for 46%, requiring identification of funds and addressing expectations from city authorities. Internal organisation difficulties were faced by 31%, including alignment issues with other municipal sectors. Partnerships, particularly public/private collaborations, were barriers for 31%, with challenges in engaging the private sector and bureaucratic obstacles.

Food councils presented barriers for 15%, requiring the right balance in governance and facing challenges in animation and local policy adherence. Stakeholder management challenges were noted by 31%, requiring dedicated management and facing difficulties in involving local benevolent stakeholders. Communication difficulties were experienced by 46%, including challenges in monitoring communication changes and finding specific channels. Fifteen per cent provided 'other' reasons pertaining to barriers such as "food not being a competence of the Metropole level."

Q5: Regarding scaling, what have been the main drivers for your city?

Cities identified various drivers for scaling the Food Trails experience. Funding was a driver for 38%, emphasising the municipal budget as crucial for investment based on tested experiences. Internal organisation played a significant role for 54%, involving collaboration between different municipal departments and gaining political traction for specific projects. Partnerships, especially public/private collaborations, served as drivers for 38%, highlighting the importance of NGOs and private investors. Food councils acted as drivers for 46%, with their attendance by key stakeholders and their role as ambassadors. Stakeholder management was crucial for 46%, involving engagement with local partners and securing buy-in. Communication was also a driver for 38%, emphasising engagement with schools and specific events. Additionally, 15% mentioned other drivers, such as the new Alderman's impact and the methodology of approaching solutions.

Q6: Looking forward, what is the most pertinent barrier for continuing the life of the living lab(s) in your city after Food Trails?

92% identified specific barriers for continuing the life of the living lab(s). Funding emerged as a major barrier, with challenges in securing funds for human resources, animation, and coordination. Cities faced financial limitations, and the ongoing crisis was cited as a barrier affecting funding availability. Communication challenges were also noted, with some cities highlighting the difficulty in sustaining bottom-up initiatives without financial support. Despite these barriers, 8% expressed no perceived obstacles, emphasising the continued use of living labs for food policy beyond pilot actions.

Q7: Looking forward, what is the most pertinent driver for continuing the life of the living lab(s) in your city after Food Trails?

One hundred per cent of respondents identified specific drivers for continuing the life of the living labs. Municipal budgets were recognised as crucial drivers, providing financial support based on previous testing experiences. Strengthening actions implemented through the Food Trails project, gaining political support, and stakeholder commitment were highlighted as key drivers. The desire of stakeholders to cooperate, financial and moral support, and building a community or network for development were emphasised. Additionally, political will, engagement of local stakeholders, and the recognition of the benefits of living labs were noted as important drivers for continued success.

Q8: What is your assessment of working with indicators?

Participants' assessments of working with indicators varied. While 46% found it mostly useful and relevant, 38% found it mostly challenging. Those who found it useful highlighted its importance in keeping activities focused, building a credible business case, and analysing data to understand problems. Meanwhile, those who found it challenging cited difficulties in tracking and gathering accurate data, a lack of standardisation, and the time-consuming nature of the process. Lastly, 15% felt that, based on the workshop, cities were perceived to be struggling to understand the indicator framework.

Q9: Did you miss any topics in the past knowledge-sharing workshops altogether?

The majority (92%) did not miss any topics in past knowledge-sharing workshops. However, 8% mentioned missing topics related to tips and tools for communicating project actions.

Q10: For future reference, do you have any suggestions to improve the format of knowledge-sharing workshops?

Regarding future knowledge-sharing workshops, 50% had no specific suggestions, while 33% recommended structuring different sessions to keep food officers engaged. Some participants suggested incorporating webinars on specific topics related to Work Packages 5 and 6, focusing on networking empowerment, and facilitating more exchanges about specific actions taken by cities. Seventeen per cent had other feedback, noting that a certain gamification-based approach works well and serves as "a nice way to share knowledge and stimulates focused discussions."